



AGENDA
Regular Monthly Board Meeting
Taber and District Housing Foundation
Thursday, February 26 @ 1:30 p.m.
TDHF Admin Office - Boardroom

1. **Delegation Presentation – Alvin J. Fritz, Architect**
Information about Construction Management vs General Contractor
2. **Approval of Agenda**
3. **Approval of Minutes:**
 - a) Minutes – Board of Directors Meeting – January 29, 2026
4. **Business Arising:**
 - a) Drug & Alcohol Policy – UNDER REVIEW
 - b) Meals on Wheels – Statistics to January 31, 2026
 - c) 2025/6 TDHF Committees & Executive Members
5. **Financial Statements**
 - a. Income Statement & Bank Reconciliation – CVL – January 31, 2026
 - b. Income Statement & Bank Reconciliation – Social Housing – January 31, 2026
 - c. Bank Reconciliation – Security Deposit – January 31, 2026
6. **Reports**
 - a) Lodge Manager/Resident Manager Report
 - b) Operations Manager Report
 - c) Placement Officer Report
 - d) CAO Report
7. **New Business:**
 - a) CVL – Design Process Ideas & Schedule
 - i) Construction Manager vs General Contractor
 - ii) RFP – Construction Manager
 - iii) Resolution – Authorization to Pursue Commercial Mortgage Financing
 - b) Resolution: Market Rents 2026
 - c) Resolution: Recovery of Electrical Costs – 2026
 - d) Strategic Planning Notes
8. **Information**
 - a) Report – Social Housing – February 20, 2026
 - b) Engagement Letter – Avail LLP – February 18, 2026
 - c) ASCHA FAQs – Official and Unofficial Acronyms Used in Housing
9. **Adjournment**

Next Meeting:	Audit & Financial Committee	Thursday, March 26, 2026	1:00 pm	CVL Activity Room
	Annual General Meeting	Thursday, March 26, 2026	2:00 pm	CVL Atrium
	Board of Directors Mtg.	Thursday, March 26, 2026	3:00 pm	CVL Activity Room



**Taber & District
HOUSING FOUNDATION**

Provides individuals, families and seniors with affordable and caring accommodation

MINUTES
Regular Monthly Board Meeting
Taber and District Housing Foundation
Thursday, January 29, 2026
TDHF Admin Office – Boardroom

ATTENDANCE

Board:	Rosanne Horrocks Joe Strojwas (via phone)	Tom Machacek Jane Jensen	Dan Remfert
Absent:	Paul Ballard	David Torrie	
Administration:	Tim Janzen (CAO), Mary Funk Klassen (Placement Officer), Carrie Wilson (CVL Resident Manager) & Beverly Mikalson (Financial Administrator)		

Rosanne Horrocks, Chairperson, called the meeting to order at 1:32 pm.

1. Approval of Agenda

Motion 2026 - 001

MOVED by J. Jensen to approve the agenda as presented.

CARRIED

2. Approval of Minutes

Motion 2026 - 002

MOVED by T. Machacek to accept the minutes from the Board of Directors meeting of Thursday, November 27, 2025.

CARRIED

3. Business Arising

- a) **Drug & Alcohol Policy - DRAFT** – CAO reported the document is still being worked on.
- b) **Meals on Wheels** – Statistics YTD to December 31, 2025

4. Financial Statements – Financial Statements & Bank Reconciliations

Motion 2026 - 003

MOVED by J. Strojwas to approve financial statements and bank reconciliations for Clearview Lodge to December 31, 2025.

CARRIED

Motion 2026 - 004

MOVED by J. Jensen to approve financial statements and bank reconciliations for Social Housing to December 31, 2025.

CARRIED

Motion 2026 - 005

MOVED by T. Machacek to approve bank reconciliations for Security Deposits for the months of November and December 2025.

CARRIED

5. Reports

a) CVL Lodge Manager/Resident Manager Report

Motion 2026 - 006

MOVED by J. Strojwas to accept the Lodge Manager/Resident Manager report, as presented.

CARRIED

b) Operations Manager Report

Motion 2026 - 007

MOVED by T. Machacek to accept the Operations Manager report, as presented.

CARRIED

c) Placement Officer Report

Motion 2026 - 008

MOVED by J. Jensen to accept the Placement Officer report, as presented.

CARRIED

d) Chief Administrative Officer Report

Motion 2026 - 009

MOVED by T. Machacek to accept the Chief Administrative Officer report, as presented.

CARRIED

6. New Business

a) Affordable Housing

CAO presented emails from the Town of Taber, indicating that the land for the Cherry & Main project was no longer available and that previously offered financing through debenture had been rescinded.

CAO presented information about a possible building design that could be appropriate for Special Needs housing and may be affordable. CAO to investigate further for potential AHPP applications in the future.

b) Clearview Lodge – Design Process, Ideas & Schedule

Motion 2026 - 010

MOVED by T. Machacek to accept the proposal for services by Douglas J. Bergen & Associates (dated December 19, 2025).

CARRIED

CAO provided an up-to-date analysis of the Class B costing report and projected total cost of the project (including some soft costs) to January 29, 2026.

CAO provided some background information, costing and potential scenarios for relocating the 100-wing (rather than demolition). There was considerable discussion about preferences to relocating residents within the facility rather than relocating to another Lodge in Southern Alberta.

CAO was directed to develop a plan to leave spaces available within the existing building to accommodate displaced 100-wing residents, even as there would be a financial cost of leaving rooms vacant for a period. The financial cost was deemed less important considering the effect of an external relocation on the 100 wing residents.

Motion 2026 - 011

MOVED by T. Machacek that the CAO complete an application for the Continuing Care Capital Grant program, for ten additional continuing care (SL3) beds at Clearview Lodge.

CARRIED

CAO provided information about the current nurse call system (SARA system) at Clearview Lodge and that the server needs to be updated relatively soon. The server runs on operating software (Windows 2012) that is no longer supported by Microsoft, which means the server is no longer supported by the manufacturer of the nurse call system. There are several potential options but choosing now will likely impact the decision within the construction project and currently there is insufficient information to decide which system to purchase.

c) Consulting Services Proposal – Harmony Home Boiler & Controls Replacement – Sunwise Engineering

Motion 2026 - 012

MOVED by J. Strojwas to accept the consulting proposal as presented and engage Sunwise Engineering for the replacement of boilers and HVAC controls at Harmony Home Manor.

CARRIED

d) 2025/26 TDHF Committees & Executive Members - TABLED

e) Update – MOBY System at Taber Manors

CAO reported that MOBY representatives would be on-site the week of February 2, 2026, to initiate the installation of the MOBY system in the three Taber manors – Harmony Home, Homestead & Pioneer Place.

f) Proposal – Truck Purchase

Motion 2026 - 013

MOVED by J. Strojwas to accept the proposal to purchase the 2023 Ram 1500 Classic from Davis Dodge (in the amount of \$36,929.41 (plus \$1,846.47 GST) and sell the existing 2003 truck.

CARRIED

7. Other Information

- a) Report – Social Housing – January 23, 2026
- b) CVL Monthly Report – December 2025
- c) Letter – 2026 Interim HMB Budget Letter – December 15, 2025

8. Adjournment

Motion 2026 - 014

MOVED by J. Strojwas to adjourn the meeting at 4:25 pm

CARRIED

Next Meeting:

Board of Directors Thurs, February 26, 2026 1:30 pm TDHF Admin Office - Boardroom

Rosanne Horrocks, Chairperson

Tom Machacek, Vice-Chairperson

2026 MOW Summary

Month	# Clients	# of Meals	YTD	Days/Mon Discount
January	29	411	411	36 733.50
February			411	
March			411	
April			411	
May			411	
June			411	
July			411	
August			411	
September			411	
October			411	
November			411	
December			411	
YTD MEALS		411		36 733.50
\$/MEAL		\$11.00		Days/Mon Discount
Discounted to	#1 - less \$1.50	\$8.50	Oct 1, 2025 - \$11.00 -	
Discounted to	#2 - less \$6.00	\$4.00		

<u>Year</u>	<u># of clients</u>	<u># meals</u>
2021	40	612
2022	37	524
2023	40	543
2024	45	497
2025	29	395

**TDHF Board of Directors
February 26, 2026**

2025/2026 Board Appointees:

Town of Taber	Dan Remfert
MD of Taber	Tamara Miyanaga
Town of Vauxhall	Paul Ballard
Village of Barnwell	Jane Jensen

2024/2025 Appointments

Executive Committee:	Rosanne Horrocks Chair	Tom Machacek Vice-Chair	Tamara Miyanaga
Signing Authorities:	Rosanne Horrocks Tim Janzen	Tom Machacek	Joe Strojwas

Board Committees: (bold signifies Committee Chair)

Personnel Committee Current Members:	Rosanne Horrocks	Dan Remfert	Tamara Miyanaga
Budget & Audit Committee Current Members:	Russ Norris Joe Strojwas	Rosanne Horrocks	Tom Machacek
Governance Committee Current Members:	J. Hiebert	Joe Strojwas	Dan Remfert
Fundraising Committee Current Members:	Tom Machacek	All Board Members	
Building Committee Current Members:	Tom Machacek	All Board Members	

Taber and District Housing Foundation - cvlodge **Comparative Income Statement**

	Actual Jan 01, 2026 to Jan 31, 2026	Budget Jan 01, 2026 to Dec 31, 2026	Percent
REVENUE			
Rental Revenue			
Resident Rent	148,857.00	1,866,777.00	-92.03
Lodge Fees	0.00	800.00	-100.00
Rent Rebates	0.00	-12,000.00	-100.00
Total Rental Revenue	<u>148,857.00</u>	<u>1,855,577.00</u>	-91.98
Resident Services			
Parking	441.00	5,100.00	-91.35
Laundry	3,300.00	13,000.00	-74.62
Medication Fees	1,495.00	18,720.00	-92.01
Resident Fundraising	0.00	500.00	-100.00
Therapeutic Bath	400.00	6,000.00	-93.33
Personal Emergency Call System	875.00	8,400.00	-89.58
Total Sundry Resident Revenue	2,770.00	33,620.00	-91.76
Tenant Maintenance Recovery	0.00	500.00	-100.00
Total Resident Services	<u>6,511.00</u>	<u>52,220.00</u>	-87.53
Non Resident Services			
Facility Rental	150.00	1,800.00	-91.67
Meals on Wheels	4,521.00	44,400.00	-89.82
Meals on Wheels Discounts	-733.50	-7,200.00	-89.81
Guest Meals	240.00	2,400.00	-90.00
Staff Meals	495.00	7,000.00	-92.93
Canteen Revenue	35.90	500.00	-92.82
Total Other Meal Services	770.90	9,900.00	-92.21
Sundry Revenue	63.81	50.00	27.62
Total Non Resident Services	<u>4,772.21</u>	<u>48,950.00</u>	-90.25
Grants			
ASHC LAP Grant	29,428.00	266,815.00	-88.97
Total ASHC Grants	29,428.00	266,815.00	-88.97
Total Grants	<u>29,428.00</u>	<u>266,815.00</u>	-88.97
Operation Funding			
Health Funding	74,536.25	907,917.00	-91.79
Requisition Revenue	46,125.91	553,511.00	-91.67
Total Operation Funding	<u>120,662.16</u>	<u>1,461,428.00</u>	-91.74
Management & Administration			
Other Recovery	500.00	14,800.00	-96.62
NSF/Late Fees	0.00	25.00	-100.00
Sundry Revenue	0.00	1,200.00	-100.00
Total Management and Admini...	<u>500.00</u>	<u>16,025.00</u>	-96.88
Investment Income			
Interest	1,452.13	17,280.00	-91.60
Total Investment Income	<u>1,452.13</u>	<u>17,280.00</u>	-91.60
Charitable Revenue			
Donations	25.00	0.00	0.00
Total Charitable Revenue	<u>25.00</u>	<u>0.00</u>	0.00
TOTAL REVENUE	<u>312,207.50</u>	<u>3,718,295.00</u>	-91.60
EXPENSE			
Utilities			

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Taber and District Housing Foundation - cvlodge **Comparative Income Statement**

	Actual Jan 01, 2026 to Jan 31, 2026	Budget Jan 01, 2026 to Dec 31, 2026	Percent
Heating	4,700.00	41,000.00	-88.54
Electricity	4,745.06	62,000.00	-92.35
Water & Sewer	1,850.55	20,000.00	-90.75
Waste Removal	203.24	2,700.00	-92.47
Telephone	536.72	9,140.00	-94.13
Bulk Contract Expenses	2,808.19	34,540.00	-91.87
Total Utilities	14,843.76	169,380.00	-91.24
Operating			
Bakery	3,053.28	31,000.00	-90.15
Dairy	4,244.31	57,750.00	-92.65
Groceries	12,206.30	143,500.00	-91.49
Meat	8,321.68	114,000.00	-92.70
Total Food	27,825.57	346,250.00	-91.96
Food Supplies	2,781.66	26,000.00	-89.30
Janitorial & Housekeeping	2,702.05	56,435.00	-95.21
Laundry	293.08	9,250.00	-96.83
Linen Supplies	0.00	4,000.00	-100.00
Total Cleaning	2,995.13	69,685.00	-95.70
Equipment & Furn Purchase	241.97	27,484.00	-99.12
Equipment & Furn Repairs	0.00	5,000.00	-100.00
Insurance	1,027.57	17,000.00	-93.96
Craft Supplies	0.00	500.00	-100.00
Entertainment Supplies	35.19	3,000.00	-98.83
Recreation Supplies (Vol Apprec)	60.23	8,000.00	-99.25
Total Resident/Volunteer Progra...	95.42	11,500.00	-99.17
Publicity & Promotion	0.00	4,675.00	-100.00
Pest Control	0.00	2,500.00	-100.00
Sundry	0.00	670.00	-100.00
Total Operating	34,967.32	510,764.00	-93.15
Operating Maintenance			
Appliances	452.59	14,695.00	-96.92
Bldg Safety & Security Systems	688.09	27,706.00	-97.52
Sundry	19.95	350.00	-94.30
Vehicles	23.57	1,400.00	-98.32
Building Interior Painting Units	0.00	4,800.00	-100.00
Building Interior Flooring	0.00	5,000.00	-100.00
Building Interior Suite Reno	0.00	3,800.00	-100.00
Building Exterior	0.00	750.00	-100.00
Heating, Ventilation & A/C	0.00	15,400.00	-100.00
Plumbing	361.64	11,650.00	-96.90
Electrical	44.17	6,550.00	-99.33
Grounds & Maintenance	0.00	22,300.00	-100.00
Maintenance Equipment - Repair	0.00	1,000.00	-100.00
Maintenance Equipment - Purch...	0.00	500.00	-100.00
Maintenance - Tools & Supplies	11.12	1,000.00	-98.89
Total Operating Maintenance	1,601.13	116,901.00	-98.63
Human Resources			
Administration Salaries	35,114.06	398,808.00	-91.20
Housekeeping Salaries	22,661.16	310,056.00	-92.69
Food Service Salaries	43,404.38	541,788.00	-91.99
Maintenance Salaries	8,511.03	85,293.00	-90.02
Resident Care Salaries	8,471.35	126,459.00	-93.30
Total Salaries & Wages	118,161.98	1,462,404.00	-91.92
CPP	3,736.64	79,476.00	-95.30
EI	1,473.25	30,023.00	-95.09
EE Benefits	5,360.16	95,200.00	-94.37
Other Pension Contributions	2,754.99	45,000.00	-93.88
WCB	-31.78	43,000.00	-100.07

5.a) ii

Taber and District Housing Foundation - cvlodge **Comparative Income Statement**

	Actual Jan 01, 2026 to Jan 31, 2026	Budget Jan 01, 2026 to Dec 31, 2026	Percent
Total Benefits	13,293.26	292,699.00	-95.46
Contract Employment	0.00	25,623.00	-100.00
Personal Recruitment	501.28	4,400.00	-88.61
Staff Functions & Recognition	40.49	13,000.00	-99.69
Training & Development	4,465.61	42,000.00	-89.37
Health & Safety	950.20	22,076.00	-95.70
Legal Fees	0.00	10,000.00	-100.00
Labour Relations	0.00	40,500.00	-100.00
Total Human Resources	137,412.82	1,912,702.00	-92.82
Administration			
Bank Charges	276.85	3,650.00	-92.42
Courier & Postage	0.00	1,000.00	-100.00
Stationery & Other Supplies	203.84	7,500.00	-97.28
Office Rent	616.56	10,074.00	-93.88
Office Equipment & Furn Purchase	172.20	1,900.00	-90.94
Office Equipment & Furn Repairs	0.00	1,900.00	-100.00
Vehicle & Travel	253.00	3,840.00	-93.41
Board Expenses	175.97	12,895.00	-98.64
Association Fees	1,934.33	4,340.00	-55.43
Legal Fees	0.00	150.00	-100.00
Audit Fees	0.00	20,000.00	-100.00
Consulting Fees	0.00	5,200.00	-100.00
IT Services	1,020.97	19,390.00	-94.73
Sundry	165.44	1,075.00	-84.61
Accreditation	0.00	10,000.00	-100.00
Total Administration	4,819.16	102,914.00	-95.32
Health Expenditures			
Salaries - Resident Care	59,140.53	755,248.00	-92.17
Total Salaries - Resident Care	59,140.53	755,248.00	-92.17
Benefits - Resident Care	9,293.57	135,112.00	-93.12
Total Benefits - Resident Care	9,293.57	135,112.00	-93.12
Materials & Supplies Resident C...	173.09	21,200.00	-99.18
Total Health Expenditures	68,607.19	911,560.00	-92.47
TOTAL EXPENSE	262,251.38	3,724,221.00	-92.96
NET INCOME	49,956.12	-5,926.00	-943.00

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**MONTHLY BANK RECONCILIATION
TABER AND DISTRICT HOUSING**

CLEARVIEW LODGE
MONTH ENDING JANUARY 31, 2026

<u>GENERAL LEDGER BALANCE END OF PREVIOUS MONTH</u>		560,835.36
		0.00
RECEIPTED DEPOSITS FOR THE MONTH		3,136.87
PADS		157,517.50
Misc DD		134.00
Intercompany		136,000.00
GIC PURCHASE		0.00
GIC INTEREST EARNED		0.00
Direct Deposit Requisitions		0.00
DEPOSIT INTEREST		1,452.13
LESS DISBURSMENTS FOR THE MONTH		
	Eft's	-183,530.25
	RBC Express / PAD's	-49,653.66
LESS DISBURSMENTS FOR THE MONTH		
	Payroll	-167,129.99
	RRSP	-9,680.22
	Bank Error	0.00
	Deposit Forms ordered	0.00
Miscellaneous		
RBC DIRECT DEBIT AGREEMENT		-276.85
AB Seniors LAP		29,428.00
AHS Funding - Direct Deposit		74,536.25
PAD Return		0.00
HH Asseet Cash		1,095,680.00
DRSP - PDS		-16,976.00
<u>GENERAL LEDGER ENDING BALANCE</u>		<u>\$1,631,473.14</u>
<u>BALANCE PER BANK STATEMENT</u>		1,631,473.14
LESS OUTSTANDING CHEQUES		0.00
OUTSTANDING DEPOSITS		
<u>NET BALANCE END OF MONTH</u>		<u>\$1,631,473.14</u>

5.9/18



ROYAL BANK OF CANADA
P.O. BAG SERVICE 2650
CALGARY AB T2P 2M7

Business Account Statement

RBBDA30000_2823740 E D 09179 00344

TABER AND DISTRICT HOUSING FOUNDATION
5318 48 AVE
TABER AB T1G 1S2

December 31, 2025 to January 30, 2026

Account number: 09179 100-146-0

How to reach us:

Please contact your RBC Banking representative or call
1-800-Royal®2-0
(1-800-769-2520)
www.rbcroyalbank.com/business

Account Summary for this Period

Business Current Account

Royal Bank of Canada
4818 53RD ST, TABER, AB T1G 1W4

Opening balance on December 31, 2025	\$560,835.36
Total deposits & credits (13)	+ 1,497,884.75
Total cheques & debits (24)	- 427,246.97
Closing balance on January 30, 2026	= \$1,631,473.14

Account Activity Details

Date	Description	Cheques & Debits (\$)	Deposits & Credits (\$)	Balance (\$)
	Opening balance			560,835.36
02 Jan	Direct Payment (PAD's) service total GRADS1097890000		157,517.50	718,352.86
	Misc Payment AHS AP EFT CAD		74,536.25	
	Misc Payment COINAMATIC CANA	185.64		
	Cable TV Bill Pmt SHAW CABLE TV	2,948.60		
	Bill Payment DE BUSINESS	3,469.23		
	Business PAD Bnfts by Dsgn	14,149.48		772,136.16
	Deposit interest		1,452.13	773,588.29
07 Jan	Activity fee	276.85		773,311.44
09 Jan	ACCOUNT TRANSFER 09179-1001064, Intercompany 036a90ca0b704cf5bfc3046db3968061		29,000.00	802,311.44
12 Jan	Deposit 0147		543.90	

5.a) ✓



Business Account Statement

December 31, 2025 to January 30, 2026
Account number: 09179 100-146-0

Account Activity Details - continued

Date	Description	Cheques & Debits (\$)	Deposits & Credits (\$)	Balance (\$)
12 Jan	Bill payment - 4558 SECURTEK MS	49.30		
	Bill payment - 4568 TABER HM HARDWR	394.48		
	Bill payment - 4563 SYSCO-CALGARY	2,076.73		
	Bill payment - 4554 GFS CANADA LTD	3,237.20		
	Direct Deposits (PDS) service total GRADS7204090000	31,976.11		
	Bill Payment Telus Comm	131.92		764,989.60
13 Jan	Misc Payment Government of A		29,428.00	794,417.60
15 Jan	Misc Payment TOWN OF TABER TOWN OF TA		134.00	794,551.60
16 Jan	Direct Deposits (PDS) service total GRADS7204090000	14,259.26		780,292.34
19 Jan	Deposit 0148		1,279.00	
	Cable TV Bill Pmt SHAW CABLE TV	158.22		781,413.12
20 Jan	Deposit 0149		697.50	782,110.62
23 Jan	Account transfer HH Asset Transf		1,095,680.00	1,877,790.62
	Deposit 0150		325.57	1,878,116.19
28 Jan	Direct Deposits (PDS) service total GRADS7204090000	152,790.80		
	Misc Payment RBC PAYROLL	0.09		
	Misc Payment RBC PAYROLL	2,360.36		
	Misc Payment RBC PAYROLL	7,319.77		1,715,645.17
29 Jan	Direct Deposits (PDS) service total GRADS7204090000	16,976.00		
	ACCOUNT TRANSFER 9602982918	417.85		1,698,251.32
30 Jan	Account transfer Interoffice		107,000.00	1,805,251.32
	Deposit 0151		290.90	
	Bill payment - 0771 TABER HM HARDWR	108.74		
	Bill payment - 0755 CENTENNIAL FOOD	4,821.97		
	Bill payment - 0767 SYSCO-CALGARY	7,104.09		
	Bill payment - 0762 GFS CANADA LTD	10,400.21		
	Direct Deposits (PDS) service total GRADS7204090000	151,634.07		1,631,473.14
	Closing balance			1,631,473.14
Deposit Interest Earned: \$1,452.13		Account Fees: \$276.85		

S.a) vi

Taber and District Housing Foundation - sochsg **Comparative Income Statement**

	Actual Jan 01, 2026 to Jan 31, 2026	Budget Jan 01, 2026 to Dec 31, 2026	Percent
REVENUE			
Rental Revenue			
Resident Rent (Note 1)	89,323.63	1,067,112.00	-91.63
Rent Rebates	0.00	-1,300.00	-100.00
Rent Loss COVID	0.00	0.00	0.00
Sundry Rent Revenue	0.00	0.00	0.00
Total Rent Revenue	89,323.63	1,065,812.00	-91.62
Resident Services			
Parking	1,595.00	14,904.00	-89.30
Utility Recovery	4,046.00	46,956.00	-91.38
Sundry Resident Revenue	892.00	11,540.00	-92.27
Tenant Maintenance Recovery	529.71	5,050.00	-89.51
Total Resident Services	7,062.71	78,450.00	-91.00
Non Resident Services			
Sundry Revenue	696.44	5,730.00	-87.85
Total Non Resident Services	696.44	5,730.00	-87.85
Grants			
ASHC - Rent Supplement Grant	0.00	16,800.00	-100.00
Total Grants	0.00	16,800.00	-100.00
Charitable Revenue			
Restricted Donations	0.00	0.00	0.00
Total Charitable Revenue	0.00	0.00	0.00
TOTAL REVENUE	97,082.78	1,166,792.00	-91.68
EXPENSE			
Utilities			
Heating (Gas/Heat/Fuel)	7,000.00	60,000.00	-88.33
Electricity	6,226.45	70,565.00	-91.18
Water & Sewer	8,899.23	105,000.00	-91.52
Waste Removal	1,331.83	20,000.00	-93.34
Telephone	1,075.44	16,930.00	-93.65
Total Utilities	24,532.95	272,495.00	-91.00
Operating			
Cleaning	28.71	21,950.00	-99.87
Equipment & Furniture Purchase	0.00	2,000.00	-100.00
Equipment & Furniture Repairs	0.00	200.00	-100.00
Insurance	1,590.92	27,000.00	-94.11
Resident/Volunteer Programs	0.00	4,100.00	-100.00
Bad Debt Expense	0.00	10,000.00	-100.00
Publicity & Promotion	0.00	6,500.00	-100.00
Pest Control	0.00	5,200.00	-100.00
Sundry	0.00	0.00	0.00
SUBTOTAL GRANTS IN LIEU	0.00	0.00	0.00
Total Operating	1,619.63	76,950.00	-97.90
Operating Maintenance			
Appliances	699.53	21,664.00	-96.77
Bldg Safety & Security Systems	777.34	32,020.00	-97.57
Sundry	19.95	750.00	-97.34
Vehicles	641.68	11,600.00	-94.47
Building Int Painting Common Area	0.00	0.00	0.00
Building Interior Painting Units	28.47	17,600.00	-99.84

5.4) j

Taber and District Housing Foundation - sochsg **Comparative Income Statement**

	Actual Jan 01, 2026 to Jan 31, 2026	Budget Jan 01, 2026 to Dec 31, 2026	Percent
Building Interior Flooring	0.00	17,000.00	-100.00
Building Interior Suite Reno	20.46	16,950.00	-99.88
Building Exterior	0.00	65,345.00	-100.00
Building Remediation	0.00	0.00	0.00
Heating, Ventilation & A/C	220.00	43,700.00	-99.50
Plumbing	222.63	77,032.00	-99.71
Electrical	11.56	15,750.00	-99.93
Grounds & Maintenance	12,637.29	66,750.00	-81.07
Elevators	0.00	6,085.00	-100.00
Maintenance Equipment - Repair	0.00	3,000.00	-100.00
Maintenance Equipment - Purch...	0.00	2,500.00	-100.00
Maintenance - Tools & Supplies	11.12	1,000.00	-98.89
Facility Condition Inspection	0.00	0.00	0.00
Total Maintenance	15,290.03	398,746.00	-96.17
Human Resources			
Salaries & Wages	0.00	0.00	0.00
Administration Salaries	15,970.05	229,000.00	-93.03
Maintenance Salaries	14,780.00	200,000.00	-92.61
Total Salaries & Wages	30,750.05	429,000.00	-92.83
Benefits	0.00	0.00	0.00
CPP	1,534.50	20,250.00	-92.42
EI	730.84	8,105.00	-90.98
EE Benefits	2,338.23	41,000.00	-94.30
Other Pension Contributions	989.63	16,500.00	-94.00
WCB	31.78	5,500.00	-99.42
Total Benefits	5,624.98	91,355.00	-93.84
Contract Employment	0.00	0.00	0.00
Personal Recruitment	0.00	2,000.00	-100.00
Staff Functions & Recognition	28.49	4,700.00	-99.39
Training & Development	475.87	20,615.00	-97.69
Health & Safety	0.00	850.00	-100.00
Legal Fees	0.00	500.00	-100.00
Labour Relations	0.00	0.00	0.00
Total Human Resources	36,879.39	549,020.00	-93.28
Administration			
Bank Charges	108.90	4,100.00	-97.34
Courier/Postage	0.00	950.00	-100.00
Stationery & Other Supplies	90.03	3,800.00	-97.63
Office Rent	1,640.17	21,414.00	-92.34
Office Equipment & Furn	0.00	11,352.00	-100.00
Office Equipment & Furn Repairs	0.00	1,950.00	-100.00
Vehicle & Travel	387.00	5,048.00	-92.33
Board Expenses	175.94	15,000.00	-98.83
Association Fees	3,641.67	4,515.00	-19.34
Professional Fees	0.00	0.00	0.00
Legal Fees	0.00	6,000.00	-100.00
Audit Fees	0.00	18,000.00	-100.00
Consulting Fees	0.00	0.00	0.00
IT Services	195.50	7,750.00	-97.48
Sundry	240.43	825.00	-70.86
Total Administration	6,479.64	100,704.00	-93.57
Amortization			
Amortization	0.00	0.00	0.00
Total Amortization	0.00	0.00	0.00
TOTAL EXPENSE	84,801.64	1,397,915.00	-93.93

5.6) ii

Taber and District Housing Foundation - sochsg **Comparative Income Statement**

	Actual Jan 01, 2026 to Jan 31, 2026	Budget Jan 01, 2026 to Dec 31, 2026	Percent
NET INCOME	<u>12,281.14</u>	<u>-231,123.00</u>	-105.31

**MONTHLY BANK RECONCILIATION
TABER AND DISTRICT HOUSING FOUNDATION**

SOCIAL HOUSING
Month ending January 31, 2026

GENERAL LEDGER BALANCE END OF PREVIOUS MONTH_{THIS} **\$173,250.16**

RECEIPTED DEPOSITS FOR THE MONTH		\$	2,168.28
Deposit	\$	1,337.00	
Auto Deposit	\$	-	
Interac	\$	831.28	
PAD's(pre-authorized Debit)			\$93,528.00
Sec Dep Transfer			\$405.32
Govt of AB - HH Asset			\$1,095,680.00
Govt of AB			\$19,834.00
Govt of AB - RAB			\$19,741.00
DEPOSIT INTEREST			\$523.82
RBC Express cheque'			(\$4,481.12)
Vendor PAD			(\$8,035.67)
LESS DISBURSMENTS FOR THE MONTH			\$0.00
PAD return / NSF			\$0.00
GIC Investment INT			\$0.00
Deposit forms/safety box			\$0.00
Interac Administration Fee pos Jan			\$0.00
RBC Activity Fee			(\$108.90)
Bank dep correction #			\$0.00
CVL Transfer			(\$1,231,680.00)
			\$0.00

GENERAL LEDGER ENDING BALANCE **\$160,824.89**

ENDING BALANCE PER BANK STATEMENT **\$160,824.89**

PLUS OUTSTANDING DEPOSIT - \$0.00
LESS OUTSTANDING CHEQUES \$0.00

RECONCILED BANK BALANCE **\$160,824.89**

5.6) iv



ROYAL BANK OF CANADA
P.O. BAG SERVICE 2650
CALGARY AB T2P 2M7

Business Account Statement

RBBD30000_2823740 E D 09179 00336

TABER AND DISTRICT HOUSING FOUNDATION
5318 48 AVE
TABER AB T1G 1S2

December 31, 2025 to January 30, 2026

Account number: 09179 100-106-4

How to reach us:

Please contact your RBC Banking representative or call
1-800-Royal® 2-0
(1-800-769-2520)
www.rbcroyalbank.com/business

Account Summary for this Period

Business Current Account

Royal Bank of Canada
4818 53RD ST, TABER, AB T1G 1W4

Opening balance on December 31, 2025	\$173,250.16
Total deposits & credits (10)	+ 1,231,880.42
Total cheques & debits (43)	- 1,244,305.69
Closing balance on January 30, 2026	= \$160,824.89

Account Activity Details

Date	Description	Cheques & Debits (\$)	Deposits & Credits (\$)	Balance (\$)
	Opening balance			173,250.16
02 Jan	Safe deposit box fee Incl GST: \$0.50	10.50		
	Cable TV Bill Pmt SHAW CABLE TV	78.75		
	Cable TV Bill Pmt SHAW CABLE TV	78.75		
	Misc Payment ADT Security	88.04		
	Misc Payment COINAMATIC CANA	92.64		
	Cable TV Bill Pmt SHAW CABLE TV	105.00		
	Bill Payment Telus Comm	128.10		
	Misc Payment COINAMATIC CANA	185.29		
	Misc Payment COINAMATIC CANA	188.73		
	Misc Payment COINAMATIC CANA	189.09		
	Bill Payment DE BUSINESS	5,697.94		166,407.33
	Deposit interest		523.82	166,931.15

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Business Account Statement

December 31, 2025 to January 30, 2026
Account number: 09179 100-106-4

Account Activity Details - continued

Date	Description	Cheques & Debits (\$)	Deposits & Credits (\$)	Balance (\$)
05 Jan	Direct Payment (PAD's) service total GRADS8751490000		93,528.00	260,459.15
	Bill Payment Telus Mobility	50.24		260,408.91
07 Jan	EF0107 01071695		20.00	
	Activity fee	98.40		260,330.51
09 Jan	ACCOUNT TRANSFER 09179-1001585, Egeland / Wall d31e1a057b6d40c199f3b5d79c5b2cc7		405.32	
	ACCOUNT TRANSFER 09179-1001460, Intercompany 036a90ca0b704cf5bfc3046db3968061	29,000.00		
	Utility Bill Pmt EPCOR	239.46		231,496.37
12 Jan	Deposit 0095		20.00	
	Bill payment - 4528 VAUXHALL-UTIL	101.00		
	Bill payment - 4532 VAUXHALL-UTIL	105.40		
	Bill payment - 4510 BLUEWAVE ENERGY	114.87		
	Bill payment - 4545 BARNWELL-VIL-UT	128.92		
	Bill payment - 4523 TABER, ALTA-UTL	210.95		
	Bill payment - 4514 CONSOLIDATED MO	236.25		
	Bill payment - 4519 CONSOLIDATED MO	236.25		
	Bill payment - 4538 VAUXHALL-UTIL	349.55		
	Bill payment - 4549 TABER HM HARDWR	456.49		
	Bill payment - 4540 BARNWELL-VIL-UT	591.44		
	Bill Payment Telus Comm	42.67		
	Bill Payment Telus Comm	72.74		228,869.84
13 Jan	Misc Payment Government of A		1,135,255.00	
	EF0113 01071695		803.00	1,364,927.84
16 Jan	EF0116 01071695		8.28	
	Cable TV Bill Pmt SHAW CABLE TV	37.82		1,364,898.30
19 Jan	Deposit 0096		500.00	
	Cable TV Bill Pmt SHAW CABLE TV	33.91		
	Cable TV Bill Pmt SHAW CABLE TV	65.00		
	Cable TV Bill Pmt SHAW CABLE TV	84.35		
	Cable TV Bill Pmt SHAW CABLE TV	209.49		1,365,005.55
23 Jan	Account transfer ACTR7602302119	1,095,680.00		269,325.55
26 Jan	Cable TV Bill Pmt SHAW CABLE TV	78.75		
	Bill Payment Telus Comm	86.10		269,160.70
29 Jan	ACCOUNT TRANSFER 9602982917	1,385.31		

5.6/vi



ROYAL BANK OF CANADA
P.O. BAG SERVICE 2650
CALGARY AB T2P 2M7

Business Account Statement

December 31, 2025 to January 30, 2026
Account number: 09179 100-106-4

Account Activity Details - continued

Date	Description	Cheques & Debits (\$)	Deposits & Credits (\$)	Balance (\$)
29 Jan	Bill Payment Telus Comm	202.81		267,572.58
30 Jan	Deposit 0097		817.00	
	Account transfer ACTR7603001152	107,000.00		
	Bill payment - 0745 ROGERS 11 DIGIT	52.50		
	Bill payment - 0735 TABER HM HARDWR	95.96		
	Bill payment - 0751 MUN OF TABER-TX	120.45		
	Bill payment - 0731 SECURTEK MS	147.89		
	Bill payment - 0741 SECURTEK MS	147.89		160,824.89
	Closing balance			160,824.89
Deposit Interest Earned: \$523.82		Account Fees: \$98.40		

SECURITY

**MONTHLY BANK RECONCILIATION
TABER AND DISTRICT HOUSING**

SECURITY DEPOSIT
Month ending January 31, 2026

<u>NET BALANCE - END OF PREVIOUS MONTH (this sheet)</u>	\$53,862.09
RECEIPTED DEPOSITS FOR THE MONTH	\$400.00
Voided cheques	\$0.00
DEPOSIT INTEREST	\$108.81
TOTAL DEPOSITS	\$508.81
<u>Cheques written or Transfers out to Current Account</u>	(\$405.32)
NSF	\$0.00
Deposit Slips ordered	\$0.00
Transfer	\$0.00
NET BALANCE END OF THE MONTH	<u>\$53,965.58</u>
<u>ENDING BALANCE ON BANK STATEMENT</u>	\$53,965.58
Add: o/s deposit	
Less: o/s cheques	\$0.00
<u>NET BALANCE END OF MONTH</u>	<u>\$53,965.58</u>

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ROYAL BANK OF CANADA
P.O. BAG SERVICE 2650
CALGARY AB T2P 2M7

Business Account Statement

RBBDA30000_2823740 E D 09179 00350
TABER AND DISTRICT HOUSING FOUNDATION
DAMAGE DEPOSIT ACCOUNT(TRUST)
5318 48 AVE
TABER AB T1G 1S2

December 31, 2025 to January 30, 2026

Account number: 09179 100-158-5

How to reach us:

Please contact your RBC Banking representative or call

1-800-Royal®2-0

(1-800-769-2520)

www.rbcroyalbank.com/business

Account Summary for this Period

Business Current Account

Royal Bank of Canada
4818 53RD ST, TABER, AB T1G 1W4

Opening balance on December 31, 2025	\$53,862.09
Total deposits & credits (2)	+ 508.81
Total cheques & debits (1)	- 405.32
Closing balance on January 30, 2026	= \$53,965.58

Account Activity Details

Date	Description	Cheques & Debits (\$)	Deposits & Credits (\$)	Balance (\$)
	Opening balance			53,862.09
02 Jan	Deposit interest		108.81	53,970.90
09 Jan	ACCOUNT TRANSFER 09179-1001064, Egeland / Wall d31e1a057b6d40c199f3b5d79c5b2cc7	405.32		53,565.58
19 Jan	Deposit 0605		400.00	53,965.58
	Closing balance			53,965.58

Deposit Interest Earned: \$108.81

Lodge & Resident Manager's Board Report

February 2026

1) Resident Information:

- a. Move In's – 2
- b. Move Outs – 1
- c. SL3 – 19
- d. SL2 Home Care Residents – 40
- e. Resident Room Changes – 0
- f. Change in status – 0
- g. Potential resident interviews – 3
- h. Preadmission resident interviews for new H/C residents, this includes SL2/Type B HCA (SL3)/Type B LPN secure (SL4-D) – 1
- i. Waitlist – 16
- j. Residents in total – 72
- k. Residents on MAP – 37
- l. Residents receiving laundry services – 41
- m. Residents with in-house pendants – 24
- n. Family case conferences held – 10
- o. Residents paying for extra baths – 4

2) Monthly Meetings:

- a. HCA, kitchen, recreation, and housekeeping meetings held with minutes completed and distributed.
- b. Homecare Huddle meeting.
- c. CVL Management meeting.
- d. Emergency preparedness meeting held with minutes, and updating of policies & procedures completed.

3) Weekly AHS & Data reports completed.

4) Updating service hours spreadsheet as CLSP's from Home Care are updated.

5) Monitoring Senior Care to ensure care being provided by HCAs coincides with care outlined in CLSP's.

6) Monitoring and documenting all Medication errors, Fall reports, and hospital transfers, Ensuring all documents have been followed by HCA Coordinator and Home Care. Also documenting these in the quarterly spreadsheet for the AHS quarterly report.

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7) Health & Safety:

- a. JHSC Meeting was held with only 2 incidents reported and completed. Minutes completed and distributed.
- b. CCHSS audit – Worked on Audit recommendations.
- c. Completed Hazard assessment review for February.
- d. SWP review and competency checks completed for all departments.
- e. Supportive pathways training sessions held X3.
- f. Organized Staff Lunch & Learn (CCHSS Training).
- g. Safety Board completed for the month.
- h. 2 New hire orientations completed.
- i. Fire drill completed.

8) Employees:

- a. Working on performance reviews.
- b. Scheduling/Payroll for Jan/Feb completed. Scheduling/payroll for Feb/March on-going.
- c. Hired Admin – Alma Almara to assist with Accreditation.

Recreation Monthly Board Report January 2026

By: Liesl Steinborn & Kynlee Fallon

January 1- Stat Holiday, no recreation staff

January 2- Regular Activities, Walmart Shopping Trip.

January 3- No Recreation staff

January 4- Church services, no recreation staff

January 5- Regular Morning activities, card making with Bernice.

January 6- Regular activities, Hearing aid clinic

January 7- Liesl Training Nyeria, regular activities, Duncan & Lindsay entertainment - residents continue to respond well to this entertainment, so we will continue to book them for the future!

January 8- No activities - taking down Christmas decorations, Val Leahy's funeral livestream

January 9- Regular Activities, Norma Rabusic's funeral livestream in atrium, bracelet making - residents continue to enjoy this activity so we will continue to put it on future calendars.

January 10- No Recreation staff.

January 11- Church services, Westview Fellowship Church Choir, no activities.

January 12- Regular Activities

January 13- Regular Activities

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January 14- Regular Activities, K & B Acoustic Entertainment - we got out over 35 residents to listen in the atrium! We will book them every other month as their fees have gone up to \$225 per hour. Kiwanis Bingo in the evening.

January 15- Regular Activities

January 16- Regular morning activities, Boots the Goat visit - residents very much enjoyed this visit, it was entertaining, and educational. We heard nothing but positive reviews from this activity, we have booked him in again in March!

January 17- No recreation staff.

January 18- Church Services, no recreation staff.

January 19- Regular Activities, Recreation staff meeting.

January 20- Regular Activities, Adrian Huvenaars Funeral Livestream, Chair Yoga w/ Amber - still an enjoyed activity by many residents, will keep her on the calendar twice per month.

January 21- Regular Activities, United Church cancelled due to sickness, Fay Stevens Entertainment - we got mixed reviews on her performance so we may browse other options and leave Fay Stevens as a back up.

January 22- Liesl worked alone, regular activities

January 23- Liesl worked alone, Grade 2 Christian School came in and sang, read to residents, and played with Play - Doh. Residents continue to enjoy these visits throughout the year, so we are continuing to book every month - every 2 months with this class.

January 24- No recreation staff.

January 25- Church Services, No recreation staff.

January 26- Liesl worked alone, regular activities.

January 27- Liesl gone in morning - regular activities

January 28- Regular morning activities, Winter craft - was a success, got more residents out than signed up! Clearview Karaoke - was a success, residents enjoyed it, and so did staff! We will be doing it again and leaving a signup sheet in both the staffroom and on the bulletin board for the residents to sign up next time!

January 29- Liesl in Supportive Pathways training, Kynlee worked alone, regular activities, Ladies singing group in evening - didn't hear anything negative so will keep requesting they come in!

January 30- Regular Activities, had Kayle volunteer in afternoon for bowling, movie night in evening.

January 31- No Recreation Staff, regular Activities

Volunteer Hours:

Valerie Beukema: 13 hours

Kayle Fallon: 4 hours

Amber Higgins: 30 minutes

Bernice Janssen: 2 hours, 30 minutes

John Neufeld: 1 hour, 30 minutes

Isabel Nordquist: 45 minutes

Total Volunteer Hours: 22 hours, 15 minutes

(c.a) ✓

Operations Report

February 2026

Clearview Lodge

- .
- Repairs on unit #405 after tenant moved out
- Contracting trees to be taken out.
- Changed all filters in Lodge.
- Fire drill carried out at Lodge.
- Ordered a deep fryer for kitchen.

Homestead Manor

- New sign for the Manor has been installed.
- Two shower stalls have been installed.
- Smoke shelter has been repaired.
- Snow removal has scratched a car
- Outdoor lights being installed on the eaves.
- Fire drill was performed at Manor

Pioneer Place

- Two new signs for the Manor have been erected.
- Showers replaced in unit #112
- Priced having a ramp poured onto the patio.
- Pricing out gemstone lights for Manor
- Smoke shelter has been repaired.
- Outdoor lights were installed on the eaves.
- All remainder lights changed to LED.
- Fire drill was performed at Manor

Harmony Home

- Ordered a new sign for the Manor.
- One shower unit has been installed
- Met with Done Right on updating plugs and switches.
- Smoke shelter has been repaired.
- Replaced a compressor motor on the pneumatic system.
- Fire drill was performed at Manor

Prairie Rose Manor

- New sign for the Manor has been installed.
- Facia on west side has been replaced.
- Met with people doing assessments on Manor.
- Move out in unit #10.

Sunshine Manor

- A new sign has been installed at Manor.

Barnwell

- On-going maintenance.
- Ordered new sign for Bountiful House

Phase One

- Chain link fencing to be replaced after taking down trees.

Phase Two

- Replaced shingles after windstorm.

Phase Three

- Facia was replaced on four plex.

Special Needs

- On-going maintenance.
- Fence has been damaged.

General Maintenance.

- Taber Housing purchased a new truck
- Our older pickup was sold.
- Met with Securcom to get the software back on our computer.
- Ordered corrugated panels for smoke shelters.

PLACEMENT OFFICER REPORT

MONTH: February 2026

SENIOR HOUSING

Applications Received – 1
Move ins – 1
Move outs – 1
Waitlist – 18
Units Available – 0
Vacant Units – 2

FAMILY HOUSING

Applications Received – 1
Move ins – 0
Move outs - 0
Waitlist – 7
Available Units – 0

RENT ASSISTANCE

Applications Received - 5
New Clients – 4 new for March
Client Removed – 2
Total Clients - 45
Processing – 3

NOTES:

1. Senior Housing

All 107 Senior Housing units received first notice letters regarding annual renewals.

- Leases in Taber expire July 31.
- Manor leases outside of town expire August 31.

The majority of tenants are on fixed incomes, therefore, rent calculations are based on the previous year's Notice of Assessment (NOA).

FCSS is scheduled to provide onsite tax filing services at Homestead, Pioneer, and Harmony. Sign-up sheets were posted and every available time slot was filled. FCSS continues to provide essential supports to many tenants, and we are fortunate to maintain a strong interagency relationship, many of the collaborating events were started by Mrs. Carrie.

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Thanks to Mrs. Carrie being able to move some long-time senior self-contained tenants into needed higher level of care February will end with 2 residents moving to CVL. The units are not in the possession of Taber housing until March.

2. Family Housing

All 33 Family Housing units, along with the 3 tenants in the TSN home, received first notice letters regarding annual renewals.

Leases expire June 30.

Rent calculations for Family Housing are more complex than Senior Housing, as income is not based solely on NOA. Many families experience fluctuating income due to seasonal employment or transitions between employment and social supports.

Single mothers represent the majority of the Family housing tenants. The challenges faced by tenants vary greatly depending on individual circumstances.

3. RAB Program

The month included 1 renewal, 5 new applications, with 10 files in various stages of processing.

- 4 applications approved for March benefits.
- 1 file archived due to a failure to provide proof of rent.
- 1 applicant deemed ineligible due to immigration status.
- 3 applications remain in process. Efforts are being made to finalize one additional contract before month-end to allow potential March payment eligibility.
- 1 file renewed

Two RAB clients were removed:

- One client relocated out of province.
- One client no longer resides in unit due to being displaced by a fire.

Overall, RAB is up 4 (potentially 5) and down 2 for March.

CAO Report

February 2026

Duties & Activities

Regularly & Daily

- Ongoing review and authorization of cheque run payments.
- Ongoing review and authorization of Clearview Lodge documents
- Ongoing review and authorization of Social Housing documents
- Payroll timesheets, vacation requests, sick time, etc. for Out-of-Scope employees
- Emails & phone calls

Weekly

- weekly manager meeting with Tanya & Carrie
- Policy review

Week of Feb 2 - 6

- Feb 2 – Discussion with SCSS representatives, Laurie Michalchuk and Shahid Karamet
- Feb 4 – Opening & Health and Safety Chat at Staff Luncheon
- Feb 4 – Telephone call with Rob Oliver, 1st Choice Savings & Credit Union re: CVL commercial mortgage
- Feb 5 – Videoconference – Build Canada Homes presentation – Prairies Region
- Feb 6 – Meeting with Mary Klassen, Placement Officer

Week of Feb 9 - 13

- Feb 9 – Videoconference with Green Acres Foundation representatives re: Construction Management
- Feb 9 – Pick up new (to us) truck for Maintenance Department
- Feb 9 (PM) – Medical Appointment
- Feb 10 – Emergency Response Planning meeting
- Feb 10 – Call with Jan Williams, Unitech
- Feb 11 – Info session on Link Workers Pilot Program – coordinated by Health Aging and SCSS
- Feb 12 – Building Committee Meeting
- Feb 12 – Meeting with Mary Klassen, Placement Officer

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Week of Feb 16 - 20

- Feb 16 – STAT
- Feb 16 – Volunteer at TD Health Foundation Casino in Lethbridge, AB
- Feb 17 - Vacation
- Feb 18 – CVL Management Meeting
- Feb 18 – Videoconference with SCSS Capital Projects department re: Construction Management
- Feb 18 – Videoconference with Unitech representatives re: Construction Management
- Feb 20 – Videoconference with GroupHealth re: Employee Benefit program
- Feb 20 – Meeting with Mary Klassen, Placement Officer
- Feb 20 – Meeting with Zakk Morrison, FCSS Executive Director, re: Link Worker program for Taber

Week of Feb 23 - 27

- Feb 23 - Telephone call with Erika Washington re: RFP process – CVL Project
- Feb 23 – Calculate Recovery of Electrical Costs – 2026
- Feb 23 – Meeting with Corey, Carrie & Tanya re: review placement of security camera and access control panels
- Feb 25 – Tour CVL with ALA Senior Operating Officer, South Zone
- Feb 26 – TDHF Board of Director's Meeting
- Feb 27 – Meeting with Mary Klassen, Placement Officer

Upcoming Events

March ->

- Building Committee (meet monthly, or more often):
 - Develop plan and costing:
 - Commercial bank mortgage financing (**On-going**)
 - Discussions with municipal partners about timing of debenture financing
 - 100 wing relocation plan options
 - Develop income projections for construction period (impact on operating budgets throughout the next 3 to 4 years) (**On-going**)
 - Set up further meeting(s) with Assisted Living Alberta & Social Services re: Continuing Care Capital grants and operating funding (**On-going**)
 - Develop communications plan (**March->**)
- Electronic payroll system (**March ->**)
 - Begin repairs to iPad facial recognition timekeeping device (**Initiated**)
 - Update employee listing to current staff (archive any noncurrent staff) (**Ongoing**)

- Update reporting lines for each department (**Up to date**)
- Work with Bev on payroll calculation rules (**On-going**)
- **Proposed go-live – July 1, 2026**
- Strategic Planning – put Goals into Action Plan (**March**)
 - Develop project planning details – Harmony Home Manor (**Q1 & Q2 - 2026**) to update mechanical systems (boilers and controls), building envelope (windows and siding) and interior updates (tub to shower installs, kitchen upgrades, painting and flooring). Projects to be completed in 2026 & 2027.
 - Research and develop plans for affordable housing (duplex and fourplex) embedded in community and in surrounding communities (**May->**)
 - Find partners for Cherry & Main (given new design and costing) (**On Hold**)
 - Investigate/develop relationships with local investors/developers/employers.
 - Research/develop opportunity for third party management of local housing (**On-going**)
 - Develop proposals for Special Needs housing (**May->**)
 - Update business case for Clearview Lodge (based on Bergen costing) (**Completed**)
- Professional Development for Out-of-Scope Managers
 - Research possibilities for 2025/6 team-building opportunities (**Canada-AB Job Grant eliminated funding for courses re: soft skills**)
 - Work with team members to find individual development opportunities (**On-going**)
- Human Resources & Staffing:
 - Comprehensive review of CVL Management Job Descriptions – ensure that there are no gaps in responsibilities; establish clear approval pathways and incorporate coverage for absences – *This is ongoing exercise as people change roles.*
 - Succession Planning – implement approved plan (**in perpetuity**)
- Fundraising Program:
 - Develop an intentional fundraising plan for the next 1 to 5 years
 - Create a “wish” list of CVL projects (with varying cost levels) (**March ->**)
- Policy Review & Updates
 - Disability Management Program & Return to Work (**in progress**)
 - Drug & Alcohol Policy (**Q1 - 2026**) – prepared by Steve Connors, Brownlee Law – this will need some review with Governance Committee and Management staff.
 - Pet Policy for Family Housing and Senior self-contained units (is it possible?)
 - Camera (in-room) Policy for Clearview Lodge (**March**)
 - CVL Resident Application form (**May**)

Professional Development & Committee Responsibilities:

- April 13 - 15, 2026 – ASCHA (TDHF will send three representatives) – Edmonton, AB
- May 12 – 14, 2026 – APHAA Conference – Edmonton, AB

Days booked out of office:

- April 6 – 24, 2026 - Vacation

Construction Manager vs General Contractor

At February 26, 2026

Please find attached a number of articles re: Construction Management (CM) vs General Contractor (GC) for construction of large projects:

- AI Overview – Google
- CM vs GC – BuildIT website

And finally, two articles re: the difference between CCDC 5A and CCDC 5B contracts for construction managers:

- Difference between 5A and 5B contracts
- GTA General Contractors – What is a CCDC-5B contract?

Involvement in Design:

Generally, a CM will be brought in as part of the design process and they can assist in aiding the design team in finding efficient ways to construct a project. For example, Unitech did a lot of work on figuring out things like the wastewater plumbing under the existing building and how we could re-plumb existing sewer lines to achieve proper flow. As well, they did quite a bit of work on the staging of the project to determine how we could possibly build this new building while the residents remained on sit.

A general contractor generally bids on a completed design.

Question:

Can we still get the benefit of a CM when design is nearly complete?

Relationship with Owner/Trades:

A CM acts as a agent for the owner (TDHF). So the CM will prepare the bid documents for a variety of tasks and will identify the successful bid. The contract is between the trade and the owner. However, CM is responsible for managing the contract and keeping the trade on time and on budget.

CM will provide “open-book” accounting. The owner sees the actual costs of the trades. Unitech had included a service in their previous contract that TDHF would receive a

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monthly report of all paid invoices and then TDHF would make a single payment to Unitech. This may or may not be an option with all CM but it does show a level of transparency that you would never get from a GC.

The GC has more of a client-vendor relationship with the owner. The GC tenders the entire project but the owner will never really see the actual cost of any one trade or aspect of the project.

Question:

Is this level of transparency important to TDHF?

Is it important to TDHF to have a relationship with the trades?

Would use of CM offer the potential to bid work with local trades?

Would use of CM require that TDHF hire a project manager?

Would use of GC require that TDHF hire a project manager?

Budgeting:

CM will provide open-book accounting (owner sees actual costs). Some CM contracts will be for a fixed fee (such as Unitech) but some can also be a percentage of cost (cost plus).

Generally, a fixed fee encourages the CM to find all potential ways to keep the project on spec and on budget and on time. Cost plus reduces some of the motivation to keep the project on budget (i.e. the CM fee goes up as the cost of the project increases). Some contracts include a stipulated sum of the contract).

GC offer fixed lump-sum contracts. Their goal is to earn a profit from the difference between the bid and actual costs. This can sometimes lead GCs to reduce quality of the project in an effort to reduce costs. OR introduce change orders on ambiguous design items in an effort to increase the profit margin.

Question:

How important is it to know the "actual cost" of the project?

Is it important to have a "set" price for the project?

Can we manage the risk of design changes or introduced changes to minimize change orders?

Risk:

GCs how the risk for subcontracts and project outcomes. CMs will manage risk for the owner, usually reducing it through early planning.

Question:

Which risk is more important to TDHF?

Which one can we manage or handle more effectively?

Flexibility:

CMs allow for easier design changes, and in some cases, bidding on project parts at different times. GCs require strict, pre-defined scopes.

In this project (it might be better to consider this as two projects – one expansion and one renovation), there are many different aspects to the project:

- Moving 100 wing before we even begin
- Constructing the expansion wing
- Re-opening the front doors to the building
- Removing the 100 wing
- Renovating the existing building (in two phases)

There are a number of systems that need to be altered, then reconnected but still functional throughout the construction period:

- Fire alarm system
- Sprinkler system
- Mechanical systems (heating, cooling and air handling)
- Nursecall system
- CCTV
- Access Control
- Phone system
- Internet (business and public)
- Cable TV

And through it all, we have to consider how we keep 80 residents safe, fed and provide a quality of life that they (and their families and the community) expect. And we have to keep our staff motivated and safe.

Question:

Can we pre-define the design of all of these systems?

Would it make sense to be able to determine some of the answers during the initial phases of construction? To give a bit more time to ascertain exactly what systems work best for TDHF and Clearview Lodge?

If not, can we quickly come up with answers for:

- Nursecall system
- CCTV system
- Access Control
- Phone System

In time for the release of bid documents?

Discussion with SCSS and other HMB CAOs:

There were several pieces of advice thrown out during my conversations with the Executive Director, SCSS Capital Programs. Erika Washington indicated that SCSS does not have a preference to CM or GC. Her thoughts on the matter are that the quality of the job will come down to the quality of the company that provides CM or GC services.

She suggested that TDHF might want to consider the following:

1. As design is nearly complete, there would be little benefit from CM involvement any more. Therefore, it might be prudent to hire GC to look after the expansion wing project.
2. TDHF could evaluate its experience with the GC throughout the larger project and determine if the renovation work should be bid out (either to CM or GC).
I will say that this approach could also work for CM and if the experience was poor for the first 18 months of the expansion wing project, you say goodbye and work with someone else.

Erika suggested that while it would be tempting to avoid the RFP and just go the GC route and tender the project, she cautioned that they have seen huge variability in pricing for large projects. This can make it very challenging to ascertain if a GC bid the project low with the intention of bringing the price up through change orders.

She suggested that if one went the GC route, that we spend the time to complete a Request for Qualifications. We would be able to narrow the field with an RFQ and then invite the qualified vendors to give a tender on the construction project.

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I talked to a number of Southern AB HMB CAOs that have recently used CM throughout design and construction.

The success of the project came down to the relationship that they could form with the GC or CM. One had good success with a local CM but had challenges with a CM from further away. The HMB believed that the CM lacked relationship with local trades and therefore could not get quality bids. As well, managing from a distance caused some delays in the process.

Both of the CAOs with whom I spoke, had used CCDC 5A service contracts to do pre-construction and throughout the bid process. But then the contract was converted to a CCDC 5B contract for the actual construction process. I believe that both organizations settled on a fixed percentage rate for CM services.

Generally, they did this to gain the benefit of the pre-construction services (improving the building efficiency of the design) and the bid process but then move to a stipulated price (or guaranteed maximum price). Generally, a 5B is more expensive to the owner because it shifts construction risk to the CM. But likely is still cheaper than a GC.

Question:

Should we consider treating the CVL Expansion and Modernization as two distinct projects?

Would the RFQ process aid us in narrowing down potential General Contractor candidates?

Would the same process assist us in determining a CM?

What questions do we want answered to give us comfort that a GC or CM is a company that we want to work with?

What issues do we need resolved to move forward?

Which approach best aligns with our expectations AND our organizational capabilities?



AI Mode

All

Images

Videos

Short videos

Shopping

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◆ AI Overview



A construction manager (CM) acts as an owner's advisor, providing early planning, cost control, and transparency, often hired for complex projects. A general contractor (GC) provides a fixed-price, "turnkey" service, managing trades and assuming risk for the physical construction, ideal for straightforward projects needing a single point of responsibility. Procore +3

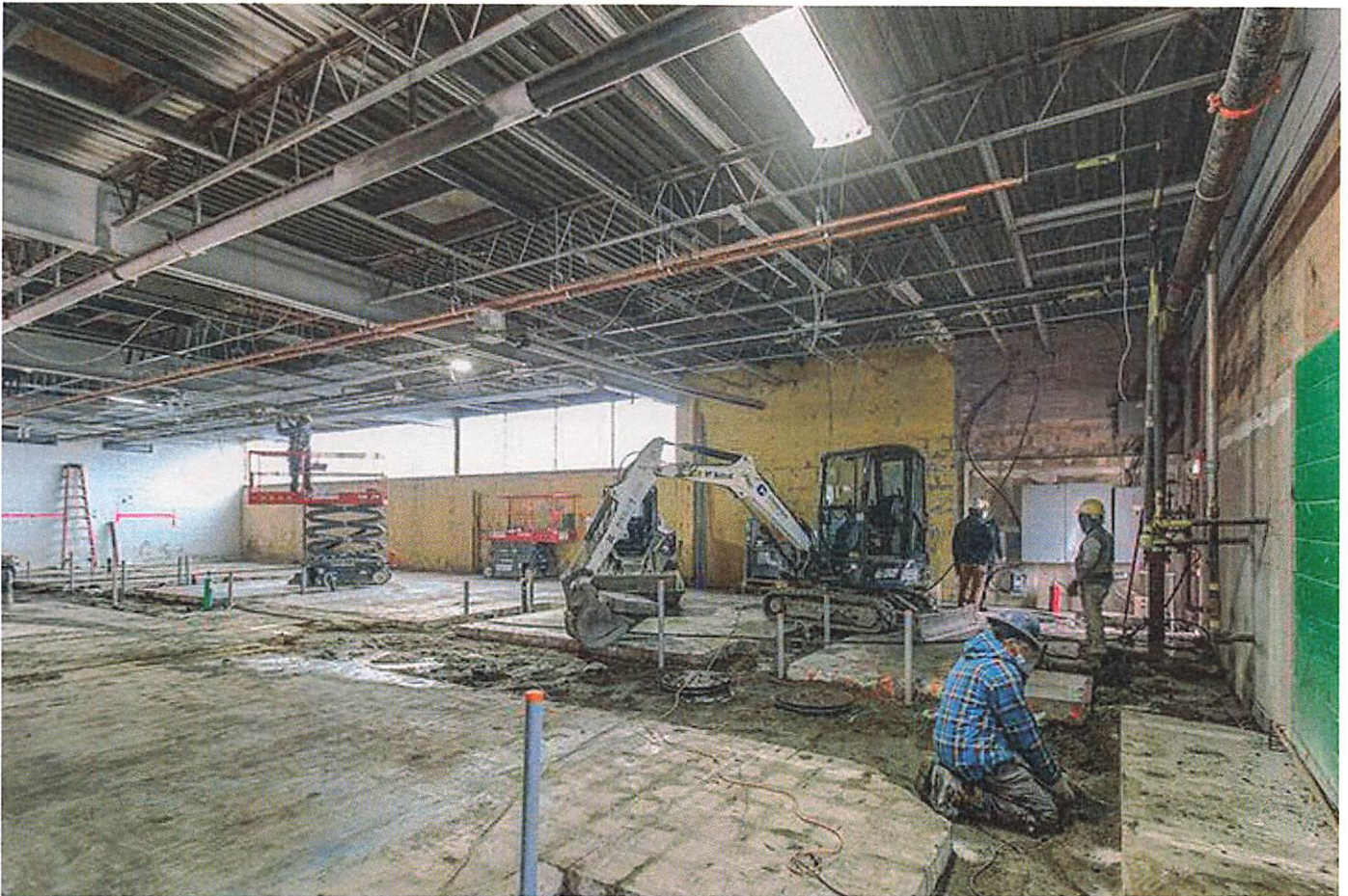
General Contractor	Construction Manager
Entity	Individual
Involved through the bidding process	Hired based on experience/credentials
Involved after the design process	Involved in the pre-design
Give project turnkey to completion	Owns process from pre-completion

Key Differences:

- **Relationship to Owner:** A CM serves as an agent/advisor to the owner. A GC acts as an independent contractor, with a more traditional client-vendor relationship.
- **Timing:** CMs are involved early (design/pre-construction), while GCs typically take over once plans are finalized.
- **Budgeting:** CMs provide "open-book" accounting (owner sees actual costs). GCs offer a fixed lump-sum price, aiming to profit from the difference between the bid and actual costs.
- **Risk:** GCs hold the risk for subcontracts and project outcomes. CMs manage risk for the owner, reducing it through early planning.
- **Flexibility:** CMs allow for easier design changes and, in some cases, bidding on project parts at different times. GCs require strict, pre-defined scopes. CRB +7

When to Choose Which:

- **Choose a Construction Manager (CM) for:** Complex projects, fast-tracking, high-level client involvement in design/hiring, and projects needing maximum transparency.
- **Choose a General Contractor (GC) for:** Simpler, well-defined projects, when a fixed price is critical, and when the owner wants to offload all risk and management to one entity. DOZR +2



Embarking on a construction project in Canada demands a thorough understanding of the roles and responsibilities associated with construction management and general contracting. These two distinct approaches play pivotal roles in bringing a project to fruition, yet they differ significantly in their methodologies and scopes. Let's delve into the nuances that set construction management and general contracting apart, shedding light on their respective features and benefits.

construction management

Construction management is a strategic and collaborative approach to overseeing the entire construction process. It involves a designated construction manager who acts as a facilitator, coordinating various aspects of the project from its inception to completion. One of the key attributes of construction management is its involvement in the early stages of a project,

often during the design and planning phases.

Key Features of Construction Management in Canada:

early involvement

Construction management is characterized by its early entry into the project life cycle. The construction manager collaborates with stakeholders from the outset, providing valuable input during the design phase. This proactive involvement aims to optimize the construction process, enhance efficiency, and minimize potential issues.

project control

Construction managers assume a central role in project control. They monitor and manage various project elements, including budgeting, scheduling, and quality assurance. By maintaining a strong grip on these aspects, they pushing the project according to plan and meets the specified standards.

risk management

The construction manager is well-versed in identifying and mitigating risks. With their experience and expertise, they can anticipate challenges, devise contingency plans, and navigate unforeseen circumstances effectively. This proactive risk management approach contributes to the overall success of the project.

subcontractor coordination

Construction management involves the hiring and coordination of subcontractors. The construction manager is responsible for assembling a skilled and qualified team to execute the project's various components. Effective communication and collaboration with subcontractors are crucial for seamless project execution.

general contracting

Contrastingly, general contracting is a more traditional and linear approach to construction project delivery. In this model, the general contractor is the primary point of contact for the client, overseeing the construction phase after the design has been completed. General contracting is often associated with a competitive bidding process, where contractors submit bids for the project based on provided specifications.

general contracting for the pre-construction of your retail store?

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key features of general contracting in canada

bidding process

General contracting typically involves a competitive bidding process, where contractors submit proposals based on project specifications. The client selects the contractor based on cost, experience, and reputation. This process is formalized and aims to secure the most qualified contractor for the project.

single-point accountability

The general contractor assumes a central role in the construction phase, acting as a single point of accountability. They are responsible for coordinating everything of the project, including managing subcontractors, scheduling, and budget adherence. The client interacts primarily with the general contractor, streamlining communication channels.

fixed price contracts

General contracting often employs fixed-price contracts, where the contractor agrees to complete the project for a predetermined sum. This provides clients with cost predictability and places the onus on the contractor to manage expenses effectively.

limited involvement in design

Unlike construction management, general contracting typically does not involve significant input during the design phase. The general contractor's role begins once the design is finalized, focusing on construction execution rather than influencing the project's early stages.

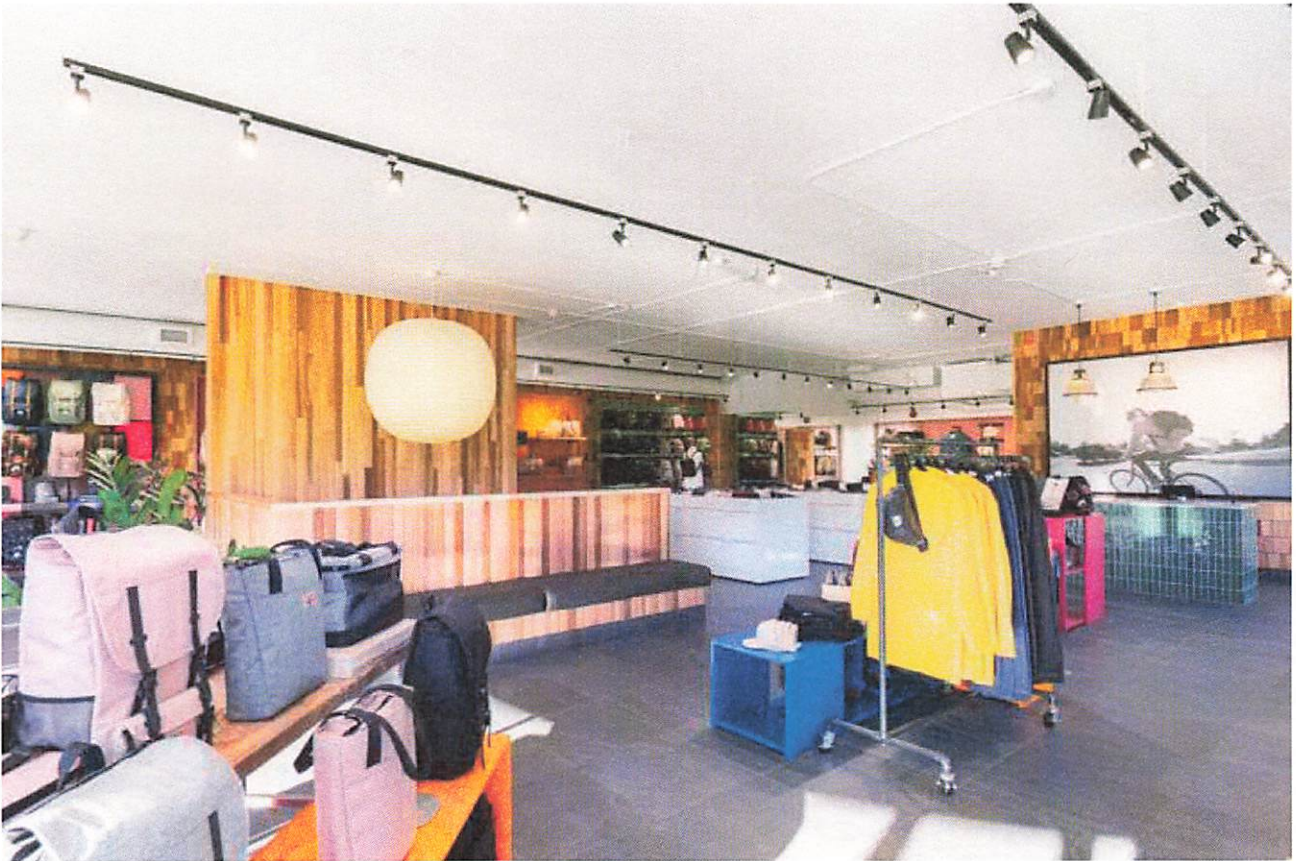
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choosing the right approach

level of involvement. Both approaches have their merits, and the decision should fit the specific needs and goals of the project.

retail construction service & projects

Retail Construction Company / List of Retail Construction Projects



complex projects and client involvement

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Construction management is often preferred for complex projects that benefit from early collaboration and input. Construction management is more suitable for clients who want to be closely involved in the decision-making process and value flexibility.

cost predictability and traditional projects

With its competitive bidding process and fixed-price contracts, general contracting is well-suited for clients seeking cost predictability and a more traditional project delivery method. This approach is often favoured for straightforward projects with well-defined scopes.

In the Canadian construction landscape, the choice between construction management and general contracting is a critical decision that significantly influences a project's outcome. Construction management offers early involvement, proactive risk management, and collaboration, while general contracting provides a traditional, streamlined approach with fixed-price contracts.

>> Continue reading: [What is the millwork in retail construction?](#)

Ultimately, the decision should align with the project's unique requirements and the client's priorities. Whichever approach is chosen, success lies in effective communication, collaboration, and the ability to adapt to the evolving dynamics of the construction industry in Canada.

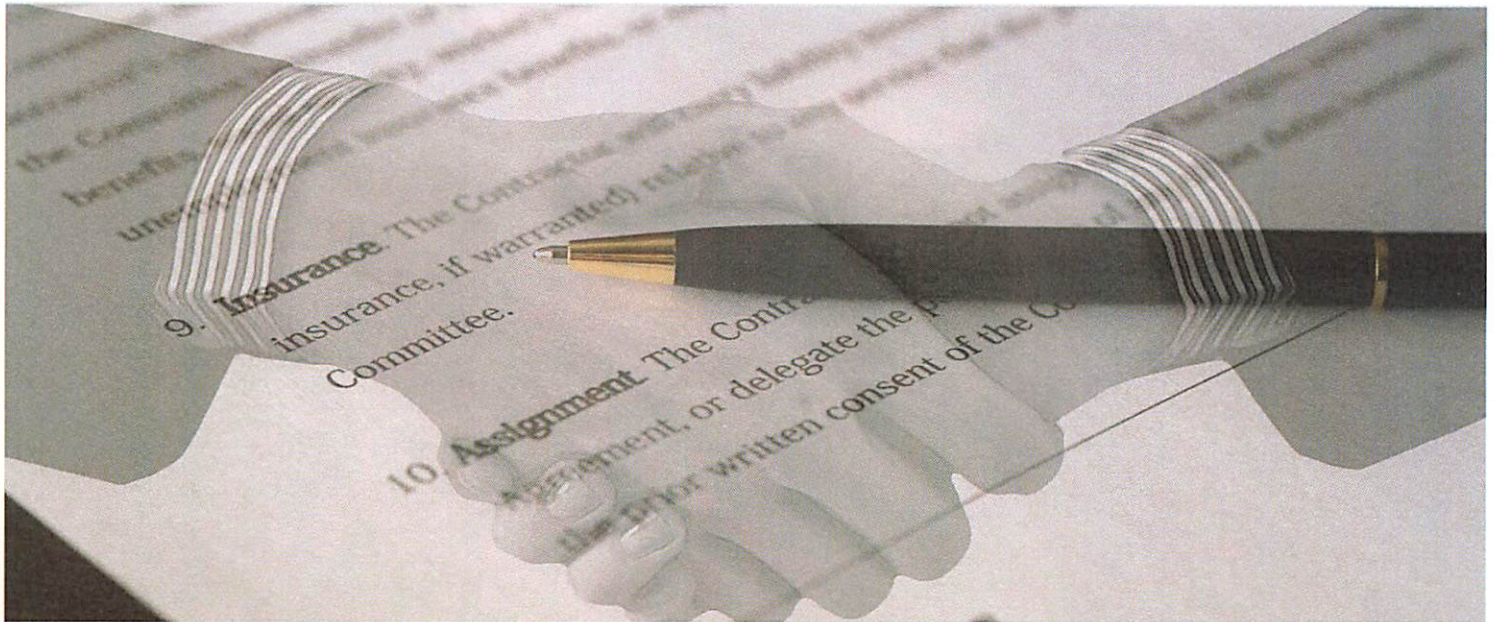
Difference between CCDC 5A and 5B Contracts

CCDC 5A and 5B are standard Canadian construction management contracts updated in 2025, with the primary difference being risk allocation and scope. CCDC 5A is for advisory/management services only, where the owner holds trade contracts. CCDC 5B is "at-risk," where the manager provides services *and* performs the work, subcontracting directly.

Key Differences:

- **Role & Risk (5A vs 5B):**
 - **CCDC 5A (Services Only):** The construction manager (CM) acts as a consultant/advisor, providing expertise during design and coordination, but does not take on the risk of construction performance. The owner typically signs contracts directly with trade contractors
 - **CCDC 5B (Services and Construction):** The CM is "at-risk," acting more like a general contractor. They perform the work, subcontract trades, and assume responsibility for cost/schedule, often providing a guaranteed maximum price (GMP).
- **Contract Structure & Payment:**
 - **5A:** Fees are usually for professional services only.
 - **5B:** Fees are often cost-plus or stipulated sum covering both management services and the construction work.
- **2025 Updates (Both):** Both 2025 versions introduce "Ready-for-Takeover" milestones, similar to CCDC 2 2020, and allow for termination for convenience.
- **When to Use Which:**
 - Use **5A** when the owner wants to maintain control over trade contracts and pay a fee for advisory services, often in early-stage design.
 - Use **5B** when the owner wants to shift construction risk to a manager, requiring expertise in both project management and construction delivery.

Both contracts are typically used for large, complex, or fast-tracked projects.



What is a CCDC-5B Contract?

A **CCDC-5B – Construction Management Contract – for Services and Construction** is a standard contract used in Canada for the provision of construction management services by a construction manager to an owner. It is a type of alternative project delivery method in which the construction manager provides advisory services during the pre-construction phase and performs the required work during the construction phase. The work is typically performed on an actual cost basis, plus a percentage or fixed fee applied to actual costs. The parties may also agree to exercise options such as a guaranteed maximum price (GMP), GMP plus percentage cost savings, or conversion into a stipulated price contract. These options allow for greater flexibility and risk management for the owner and construction manager during the construction process. The CCDC 5B contract is published by the **Canadian Construction Documents Committee (CCDC)**, which is an independent, non-profit organization that develops and publishes standard Canadian construction contracts and guides.

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The **CCDC-5B Contract** is typically used for construction projects that require complex or custom designs, or that require specialized expertise. It is a flexible and efficient model for managing construction projects, as it allows the owner to retain control over the design and construction process while leveraging the expertise and resources of the construction manager.

The CCDC-5B Contract consists of a number of standard documents, including:

1. **The agreement:** This is the main document that outlines the terms and conditions of the contract, including the scope of work, payment terms, and any special provisions or conditions.
2. **The general conditions:** The general conditions provide the legal framework for the contract, including provisions relating to insurance, warranties, and disputes.
3. **The specifications:** The specifications provide a detailed description of the work to be performed, including materials, equipment, and any special requirements.
4. **The drawings:** The drawings provide a visual representation of the work to be performed, including dimensions, details, and other relevant information.

Under the CCDC-5B Contract, the construction manager is responsible for a range of services, including:

1. **Advisory services during the pre-construction phase:** The construction manager may provide advisory services to the owner during the design development and cost estimation phase, including preparing drawings, specifications, and other design documents.
2. **Construction services:** The construction manager is responsible for coordinating and managing the work of the subcontractors and suppliers to complete the construction project on behalf of the owner.

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3. **Post-construction services:** The construction manager may be responsible for providing post-construction services such as occupancy review and warranty work.

It is important for both the owner and the construction manager to carefully review the terms and conditions of the CCDC 5B Contract to ensure that their rights and interests are protected. The contract should clearly outline the scope of work, payment terms, and any special provisions or conditions, as well as the responsibilities of the construction manager and the owner.

In addition to the standard documents included in the CCDC 5B Contract, the parties may also agree to include other documents such as a design brief, design development report, and a design review report.

Frequently Asked Questions (FAQ)

FAQ: What are the Advantages of using a CCDC-5B – Construction Management Contract?

Here are several advantages to using a CCDC 5B – Construction Management Contract – for Services and Construction:

1. **Flexibility:** The CCDC-5B contract allows for greater flexibility in the construction process, as the construction manager can provide advisory services during the pre-construction phase and perform the required work during the construction phase.
2. **Risk management:** The contract allows for the use of options such as a guaranteed maximum price (GMP), GMP plus percentage cost savings, or conversion into a stipulated price contract, which can help to manage risk for both the owner and construction manager.
3. **Cost control:** The actual cost plus percentage or fixed fee structure allows for better cost control and budgeting during the construction process.

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4. **Collaboration:** The construction manager is involved in the project from the beginning, which can facilitate a collaborative working relationship between the owner, construction manager, and other project stakeholders.
5. **Quality control:** The construction manager is responsible for ensuring the quality of the work, which can help to improve the overall quality of the project.
6. **Time management:** The construction manager is responsible for scheduling and coordinating the work, which can help to ensure that the project is completed on time.

FAQ: What are the Disadvantages of using a CCDC-5B – Construction Management Contract – for Services and Construction?

There are also some potential disadvantages to using a CCDC-5B – Construction Management Contract – for Services and Construction:

1. **Cost:** The construction manager is typically paid on an actual cost plus percentage or fixed fee basis, which may result in higher overall costs for the owner compared to other project delivery methods.
2. **Complexity:** The CCDC-5B contract can be complex and may require a high level of understanding and expertise to effectively implement and manage.
3. **Communication:** The construction manager may not be on site as frequently as a general contractor, which could lead to communication issues and delays.
4. **Responsibility:** The construction manager is responsible for the overall management of the construction process, but may not have the same level of control over the work as a general contractor.
5. **Change orders:** The CCDC-5B contract may not provide as much clarity and guidance on change orders as other project delivery methods, which can lead to disputes and delays.

6. **Risk:** The construction manager assumes some of the risk for the project, but the owner may still be responsible for certain risks such as design errors or unforeseen site conditions.

FAQ: When would you use a CCDC 5B – Construction Management Contract – for Services and Construction?

CCDC-5B – Construction Management Contract – for Services and Construction is typically used when the owner wants to retain greater control over the design and construction process and is willing to assume more risk in exchange for greater flexibility. It is a good option for owners who want to be involved in the project from the beginning and have a good understanding of the construction process. The CCDC-5B contract is often used for complex projects with multiple stakeholders, where the construction manager can provide valuable advisory services and coordinate the work of multiple contractors and subcontractors. It can also be a good option for owners who want to take advantage of the construction manager's expertise in cost estimating and value engineering.

Overall, the decision to use a CCDC-5B – 2010 Construction Management Contract – for Services and Construction should be based on the specific needs and goals of the project and the capabilities of the owner and construction manager. It is important to carefully consider the advantages and disadvantages of this contract and consult with legal and construction professionals to ensure that it is the right fit for the project.

FAQ: How Long is a CCDC 5B – Construction Management Contract – for Services and Construction?

The CCDC-5B – 2010 Construction Management Contract – for Services and Construction is a document that consists of 25 pages, including the preamble, General Conditions, and Appendices. The CCDC-5B contract is a standard construction management contract that is used in Canada

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for the provision of construction management services by a construction manager to an owner. It is a type of alternative project delivery method in which the construction manager provides advisory services during the pre-construction phase and performs the required work during the construction phase. The CCDC-5B contract is published by the Canadian Construction Documents Committee (CCDC), which is an independent, non-profit organization that develops and publishes standard Canadian construction contracts and guides.

FAQ: What is the Difference between a CCDC-5A and a CCDC-5B Contract?

CCDC 5A – Construction Management Contract for Services and CCDC-5B – Construction Management Contract – for Services and Construction are both standard construction management contracts that are used in Canada for the provision of construction management services by a construction manager to an owner. Both contracts are published by the Canadian Construction Documents Committee (CCDC), which is an independent, non-profit organization that develops and publishes standard Canadian construction contracts and guides.

The main difference between the CCDC-5A and CCDC-5B contracts is the scope of services provided by the construction manager. The CCDC 5A contract is used for construction management services only, while the CCDC 5B contract is used for both construction management services and the performance of the required work during the construction phase.

In the CCDC-5A contract, the construction manager provides advisory services during the pre-construction phase and coordinates the work of the contractors and subcontractors, but does not perform any of the actual construction work. The CCDC 5A contract is often used for projects where the owner wants to retain more control over the design and construction process and is willing to assume more risk in exchange for greater flexibility.

In the CCDC-5B contract, the construction manager provides both advisory services during the pre-construction phase and performs the

required work during the construction phase. The CCDC-5B contract is often used for complex projects with multiple stakeholders, where the construction manager can provide valuable advisory services and coordinate the work of multiple contractors and subcontractors. It can also be a good option for owners who want to take advantage of the construction manager's expertise in cost estimating and value engineering.

Both **CCDC-5A** and CCDC-5B contracts allow for the use of options such as a guaranteed maximum price (GMP), GMP plus percentage cost savings, or conversion into a stipulated price contract, which can help to manage risk for both the owner and construction manager. However, the CCDC-5B contract may be more suitable for projects where the construction manager is involved in the actual performance of the work.

Conclusion

The CCDC 5B contract is published by the Canadian Construction Documents Committee (CCDC), which is an independent, non-profit organization that develops and publishes standard Canadian construction contracts and guides. It is important to carefully review the terms and conditions of the CCDC 5B contract to ensure that it is suitable for the specific needs and goals of the project. It is also advisable to consult with legal and construction professionals to ensure that the contract is properly implemented and managed.

About GTA General Contractors Ltd.

GTA General Contractors is a leading Canadian construction company specializing in Full-service **architecture & design, engineering, millwork fabrication** and **construction services** in Toronto/GTA, Barrie, Hamilton, London, Guelph, Kitchener, Niagara Falls, and surrounding areas. We can assist you in turning your construction into a reality...on time, on budget, and just as you intended. Call us at 647-341-1030 or **send us an email today.**

RESOLUTION: Market Rents 2026

WHEREAS Ministerial Order No. H:033/2001 states that where a management body provides self-contained senior citizen's housing accommodation, that management body must determine and set a maximum basic rent for that housing accommodation based on the market rent, and must review these at least once each year for possible adjustment; and

WHEREAS maximum basic rent charged to a household for self-contained senior citizen's housing accommodation, which is not to exceed 20% above the local market rent; and

WHEREAS as per memo received August 13, 2008 from Clarence Bereska, Executive Director, Housing Operating Program Delivery regarding Direct Rent Supplement Program states:

Maximum Market Rental Rates – Except for Fort McMurray, management bodies will use the following in establishing a maximum market rental rate:

- The maximum market rental rate cannot exceed 20% over the market rental rate as determined by the semi-annual surveys conducted by CMHC. For those municipalities not surveyed by CMHC but surveyed by Municipal Affairs and Housing in their annual rental rate review then maximum rental rates cannot exceed 20% over the annual rental rates reported in that review. For municipalities not surveyed by either CMHC or Municipal Affairs and Housing or property types not considered in those surveys, the management body is able to establish the maximum rental rate based on their own review; and

WHEREAS the Market Rent set by the Board in **2025** for Taber and District Housing Foundation Rental Accommodations was as follows:

	Location	# of Bedrooms	Market Rent	<u>Max 20%</u> over Market Rent	TDHF Set Market Rent
2025	Taber	Rooming House	\$600	14%	\$ 684
		Bachelor	\$700	14%	\$ 780
		1 Bedroom	\$850	16%	\$ 986
		2 Bedroom	\$1,100	16%	\$ 1,276
		3 Bedroom	\$1,350	16%	\$ 1,566
		4 or more Bedroom	\$1,600	16%	\$ 1,856
	Vauxhall & Barnwell	1 Bedroom	\$750	14%	\$ 855
		2 Bedroom	\$900	14%	\$ 1,026
		3 Bedroom	\$1,200	14%	\$ 1,368
		4 Bedroom	\$1,400	14%	\$ 1,596

RESOLUTION: Market Rents 2026

2025	Location	# of Bedrooms	Market Rent	<u>Max</u> 20% over Market Rent	TDHF Set Market Rent
	Grassy Lake	1 Bedroom	\$650	16%	\$ 754
		2 Bedroom	\$750	16%	\$ 870
		3 Bedroom	\$900	16%	\$ 1,044
		4 Bedroom	\$1,100	14%	\$ 1,254

WHEREAS Taber and District Housing Foundation must complete their own rental review as indicated as follows; and

Rental Location	Number of Bedrooms
Rooming House - Taber	n/a
Taber	Bachelor, 1, 2, 3 & 4
Vauxhall, Barnwell & Grassy Lake	1, 2, 3 & 4

THEREFORE, BE IT RESOLVED THAT the maximum market rent for Taber and District Housing Foundation tenants be as follows:

2026	Location	# of Bedrooms	Market Rent	<u>Max</u> 20% over Market Rent	TDHF Set Market Rent
	Taber	Rooming House	\$650	14%	\$ 741
		Bachelor	\$750	14%	\$ 855
		1 Bedroom	\$950	16%	\$ 1,102
		2 Bedroom	\$1,175	16%	\$ 1,363
		3 Bedroom	\$1,350	16%	\$ 1,566
		4 or more Bedroom	\$1,650	16%	\$ 1,914
	Vauxhall & Barnwell	1 Bedroom	\$800	14%	\$ 912
		2 Bedroom	\$1,000	14%	\$ 1,140
		3 Bedroom	\$1,200	14%	\$ 1,368
		4 Bedroom	\$1,400	14%	\$ 1,596
	Grassy Lake	1 Bedroom	\$750	16%	\$ 870
		2 Bedroom	\$900	16%	\$ 1,044
		3 Bedroom	\$1,000	16%	\$ 1,160
		4 Bedroom	\$1,200	14%	\$ 1,368

And furthermore, be effective for:

- Existing tenants at their next annual rent review date and
- New tenants upon move in effective May 1, 2026

RESOLUTION: Recovery of Electrical Costs – 2026 Senior Self-Contained Apartments

WHEREAS the basic rent charged a household includes the monthly rent for the accommodation (unit) and full services; and

WHEREAS full services includes heat, water, sewer, a stove, a refrigerator, but not electricity; and

WHEREAS Electricity is not included in the full services provided under the basic rent for social housing accommodation; and

WHEREAS the tenants are responsible for payment of their electricity costs; and

WHEREAS under the Management Body Statement of Operations Chart of Accounts, Revenue account 131 (Utilities Recovered) the management body is to recover those costs from the tenants; and

WHEREAS if the building has a single (bulk) meter for electricity, according to a directive from the department, the Management Body must recover 80% of the electrical costs for the entire building (*including suites, interior common areas, exterior lighting, etc.*) to a maximum of \$50 per unit per month; and

WHEREAS an annual increase in the recovery of the additional electrical cost is to be no more than an increase of \$10 per month; and

WHEREAS if the senior self-contained unit is individually metered and the tenant is billed directly from the electric company for their particular unit, the management body must not charge for the recovery of electricity in common areas; and

THEREFORE, BE IT RESOLVED THAT the existing individuals occupying a unit in one of TDHF's Self Contained Senior Apartments pay the Electrical Recovery fee, effective on the date of their annual rent review date and for new tenants **effective May 1, 2026:**

Units	Type of Meter	Total Electrical Costs for 2025	Recovery based on Meter Type	80% of Electrical	## of Units	2025 Monthly Electrical Charge	2026 Monthly Electrical Charge
Taber	Bulk	\$58,023	80%	\$46,419	85	\$46	\$ 46
Barnwell	Individual	N/A	00%	N/A	6	\$00	\$00
Grassy	Bulk	\$3,366	80%	\$ 2,694	4	\$50	\$ 50
Vauxhall	Individual	N/A	00%	N/A	12	\$00	\$00

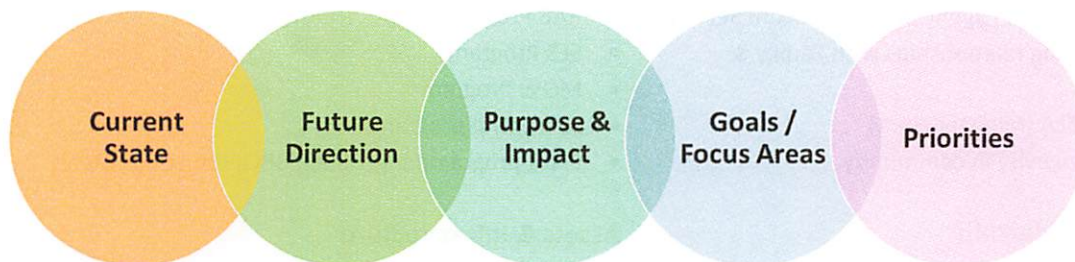
Strategic Planning Workshop

Summary Notes

January 22, 2026

Recap

The purpose of the Taber & District Housing Foundation (TDHF) Strategic Planning Workshop on January 22, 2026 was to provide an opportunity for Board and Senior Staff to discuss:



These summary notes are intended as a working guideline that can be refined, expanded or adapted to support TDHF's ongoing discussion, clarification, and decision-making.

Current State (SWOT)

1. SWOT Survey Results

The following is a compilation of key themes / categories from the SWOT survey results completed prior to the planning session (10 participants). Please refer to the SWOT Survey Report document for the detailed results.

STRENGTHS

- Strong resident-focused services and care
- Caring, experienced, and dedicated staff
- Positive community reputation and trust
- Strong partnerships with FCSS, AHS, and local agencies
- Well-managed facilities and solid operational history

WEAKNESSES

- Aging infrastructure and delayed facility upgrades
- Limited marketing and public awareness
- Dependence on government funding
- Staff turnover and succession challenges
- Limited experience managing large-scale projects

OPPORTUNITIES

- Increased focus on affordable housing
- Approved CVL funding
- Facility and office modernization
- Partnerships and community engagement
- Aging population supports demand

THREATS

- Funding uncertainty and economic volatility
- Rising interest rates and costs
- Regional competition for housing units
- Staffing shortages and retirements
- Infrastructure and project risks

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2. SWOT Discussion

Additional ideas shared from Board and Staff during the workshop:

STRENGTHS

Community Profile and Relationships

- Well respected organization within community
- Good relationship with regional communities
- Good relationship with Municipalities
- Good relationship with agencies (FCSS, Victim Services)
- Work at developing relationships with Family & Residents
- Support from MLA (Minister Hunt)
- Reputation – longevity in community

People, Staff & Leadership

- Respected caretaker
- Diverse Board perspectives (age, gender, viewpoints)
- Diversity of staffing
- Diverse staff backgrounds (Filipino, LGM, diverse age in management)
- Leadership - innovative thinking
- Forward thinking – planning (Board, Management, Teams, Outcomes)
- Lodge Manager Role (covered by 2 people)
- Excellent maintenance team
- Flexible, adaptive

Programs & Services

- High quality service offerings
- Treat the Lodge as residents' home (not a facility)
- Caring attitude
- RAB Program
- SL3 Program
- MOW Program
- Successful programs
- Extra programming – Staff, BBQ, Christmas Meals

Assets & Infrastructure

- Buildings are in relatively good shape – excellent maintenance
- Building in several communities, not just Taber
- Taking over ownership of Social Housing assets

Operations

- Good record keeping
- Strong financial record keeping → transparency
- Use of transparency
- 23 residents – home
- Forward thinking → planning → Board, Management, Teams, Outcomes

WEAKNESSES

Housing & Facility Constraints

- Lack of available doors available
- Facilities – limited by Gov't red tape
- Limited options for future – adding transition housing
- Not having all Manors owned by TDHF / critical mass of operations (limited project update value)

Community Awareness & Promotion

- Limited Community Promotion – CV – expectations

Operations

- Staff capacity
- Admin / finance
- Critical masses and operations

Client Supports & Programming

- Lack of personal supports for clients ex: paperwork
- Keeping clients for full life / Aging in Place (ex. SL4)
- Lack of social programs in Manor for building community
- Lack of locally qualified work force – ex: LPN
- Not defining projects as clients' liabilities (ex. Health & Safety, OHS incidents– need to include)
- Awareness, self-promotion (need to be better at selling ourselves)

OPPORTUNITIES

Housing & Infrastructure

- House for special needs
- New building
- Housing in outlying communities
- Expand operation footprint

Community Engagement & Awareness

- More activities in the manors
- More awareness to community (ex. Programs)
- Use our well-respected reputation to strengthen partnerships
- Partnership in community to increase housing needs /community support (mutual benefit)
- Community support
- Be a “hub” partner with community

Operations

- Pivot to meet efficiencies (capacity) – balance of services / staff

Programs & Services

- Adding rec program – lodge & manor
- Balance of services/staff
- More activities in Manors
- CVL Management – going into manors to do Q&A
- Increase level of service RAB
- Housing in outlying communities

Strategic Positioning & Growth

- Size of community – critical mass to make things happen
- Be a “hub”, therefore partner in community
- Housing interest @ Prov/Fed
- Working w/ intertown council
- Economic analysis
- Trends in demographics / adaptability ex. Boomers staying at home
- Senior & special needs

THREATS

Funding, Policy & Political Environment

- Lack of funding – Gaps change / moving goal posts
- Changes in industry – ex. ALA funding & implications
- Politics

Workforce & Organizational Capacity

- Staffing
- Org. capacity cap– time, knowledge, \$

Infrastructure & Land

- Availability of land
- Infrastructure / buildings

Economic Conditions

- Epidemic – big concern / preparedness / impact
- Rising costs / wages → inflation
- Economy – Ag industry increasing but no guarantees
- Oil ↓

Community Dynamics

- Community / region dynamics
- Competition

Strategic Risk

- Not expanding – is it a threat?

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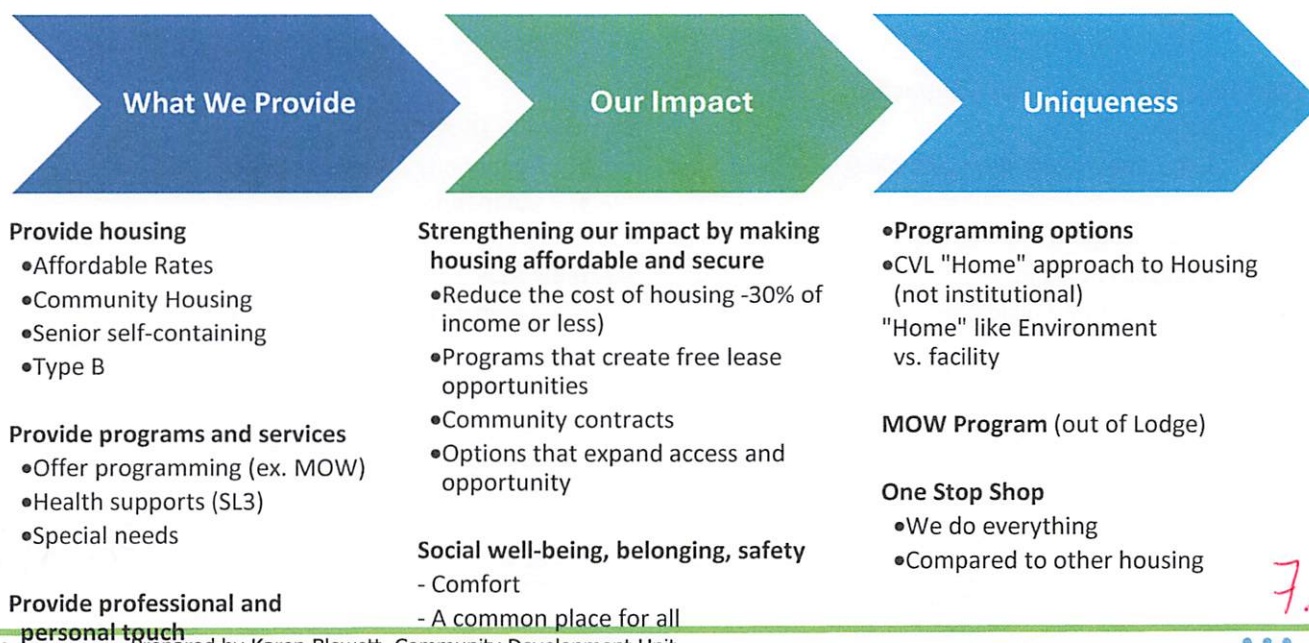
3. SWOT PRIORITIES

Summary of ideas identified as priority from the SWOT:



Purpose & Impact

Summary of ideas shared from small groups on purpose and impact of TDHF:



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Future Direction

Large group reflections and small group notes from TDHF's future direction, 1, 3 and 5+ years:

1-Year

Housing & Infrastructure

- Finalize CVL funding
- Announce project — with spokesperson
- CVL manager
- Building starts (dig hole)
- Social housing — new supports
- Asset transfer
- Special needs housing application (work on this year for 2027)
- Lobbying for more RAB

Operations

- Continue increase RAB
- Service level increase — SL3
- Operational efficiencies
- CVL Project Management Plan
- Develop marketing plan - advertise who we are / what we do
- Keep open door communication with staff / feedback from staff

Community & Partnerships

- Building partnerships with municipalities (VX, Barnwell, Grassy Lake)
- Plan for engaging community - start now
- Presentations - annual basis to Municipal Boards
- Engaging residents - when & how?

3-Years

Housing & Infrastructure

- Building CVL -Grand Opening
- Acquisition of Lindenview
- Affordable housing
- Funding needed ongoing
- Funding for staff
- Funding for affordable housing projects
- More grants - SH / Doors affordable
- Relocating 100-wing (adoption of building in way — what do we do with it?)
- Risks - Budget / Building delays
- Harmony Home, Bountiful House (2026), Special Needs Project

Operations

- Increase staff - staff needed during building
- Marketing outreach
- More staff training (ex. SL3 / SL4)
- Risk budgeting & building delays
- Different clientele coming — therefore mental health training
- More language options
- More asset transfer - Phase 1–4
- Succession planning for staff

Community & Partnerships

- Increase community awareness
- Community and resident engagement plan - ongoing
- Sustaining relationship with outlying communities (how we impact their communities/ needs)

5+Years

Housing & Infrastructure

- New CVL - buildings done and operating
- SH + 4 - more building & ownership
- Additional SL3 beds
- Area of expansion
- Additional sites
- Affordable housing
- Supportive housing
- Own portfolio — with updated building
- Manor Lodge — Living in Taber (Connect Manors to Lodge)
- Complete care facility /more integration

Operations

- Thriving organization
- Continue operations
- New leadership staff
- Larger staff
- Succession plan in place

Community & Partnerships

- New municipal relationships
- New community partners / investors
- Board composition / new members

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Goals (Key Focus Areas)

Goals: “What” we want to achieve

- Help organizations figure out where they are going and how they will get to where they want to be
- Higher level statements that describe what you want to accomplish – general descriptions

The following table is a reflection of brainstorming ideas from small group discussions:

Financial Sustainability	Quality Housing, Infrastructure and Care for Residents			Effective Leadership & Operations	Community Engagement & Partnerships
Financial / Funding	Infrastructure	Org Efficiency & Capacity	Maintain Service Quality	Leadership & Operations	Partnerships & Promotion
Funding / Grants • Fundraising plan • Secure fed, prov, any grants • Funding for infrastructure projects • Funding for staff / operations Explore investors / developers • Find developers to co-develop affordable housing • Meet with entrepreneur or investor • Making it known to communities TDHF is a charity	Create Infrastructure Plan • CVL Project Management Plan • A plan to accommodate 100 wing residents • More buildings outside of Taber • Develop more special needs housing Enhance building / facilities • Connecting Manors to Lodge (more support, food, cleaning) • Finish CVL	Operational Planning • Planning and carrying out • Create plan for efficiencies Technical / Software • Computers in the cloud • Update FOB system – SSC Manors • Maintain database software • New accounting software Asset Transfer • Bountiful Asset Transfer completion • Announce asset transfer • Upgrades and asset transfer projects	Quality Service • Maintain quality of services at CVL • Caring, supportive Increase services • Increase SL3 Capacity • Investigate additional SL3 beds • Increase level of services at Taber Manors Programming • Increase recreation (bocce, crib) • Increase programming	Succession Planning • Leadership staff Succession Plan • Board Succession Plan Staff Engagement • Staff training • Employer of Choice Org (recognized as a great place to work) • Employer of Choice in Taber (more staffing for future)	Strengthen partnerships • Meet w/ elected officials, MLA, MP • Regular engagement & communication w/ municipalities • Meet w/ Lindenview (Good Sams) on acquiring facility • Strengthen relationships (residents, resident council, clients) • Town Hall info sessions Marketing / Promo • Develop marketing plan • Communication updates to clients (CVL progress!) • Intentional communication with residents, family, community

Priorities

What are the key focus areas / priorities that stand out as important for TDHF to work on?

Board and staff identified the following priority area to further discuss:

Communication with CVL

CURRENT	OPPORTUNITY	CAPACITY	IMPACT	TIMELINES	ACTION
A lot happening w/ CVL renos	Spokesperson	Staff draft / present script	Positive – awareness	SPRING – Announce (ideal) Residents first	Communication plan written & approved by board
	Get accurate info out before gossip / media gets out	Board input/approval	Knowledge/ prepared	NOW – Prepare to have communication ready (before April)	BY: March 12 meeting (Building Committee)
	Positive news out first 'win'	Overarching plan will take time – Consultant? Different mediums	More trust	To municipal – Timeline on requisition (before April!)	
	Develop plan/strategy w/ messaging to do it right	Communication & engagement		Written letter– Residents/family, Residents Council (and how it impacts them)	
	• e.g. community, residents, family, municipalities Communicate intently	+ve mediums Risk – timing of announcement		News release/media Social media/web THEN regular communication (timelines of construction), logistics	
	• Board – script w/ info points (for consistency)	Risk if we don't get it out		Engagement w/ residents	
	• Feel good stories	Time build confidence			

Next Steps

Strat Plan Refinement

- Link ideas from planning discussion with current goals and plan

Pulling it all together

- Updated Strategic Plan
- Alignment with operations / action

Planning Review & Check-ins

- How we as a Board review / assess our progress?

Measuring Success

- Monitoring Plan, Keeping Plan Alive, etc.

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Weekly Report (Social Housing)

2/20/2026

	Senior Self Contained
New Applicants	1
Move In's	0
Move Outs	0
Wait List	17
Vacant Units	0

New Tenants (Move In's)

Sr. Apt			
Tenant Name	Move In Date	Unit Number	Phase Number

Exiting Tenants (Move Out's)

Sr. Apt			
Tenant Name	Move Out Date	Unit Number	Phase Number

Sr Self Contained Apt Vacancies:

Unit #	Status
Harmony Home Phase 11 (52040)	Full
Homestead Manor Phase 12 (52050)	Full
Pioneer Place Phase 13 (52060)	Full
Prairie Rose Manor Phase 31 (52100)	Full
Bountiful House Phase 21 (52070)	Full
Sunshine Manor Phase 41 (52130)	Full

	Community Housing
New Applicants	1
Move In's	0
Move Outs	0
Wait List	7
Vacant Units	0

New Tenants (Move In's)

Community			
Tenant Name	Move In Date	Unit Number	Phase Number

Exiting Tenants (Move Out's)

Community			
Tenant Name	Move Out Date	Unit Number	Phase Number

Community Housing Vacancies:

Unit #	Status
Taber Phase 1 (52000)	Full
Taber Phase 2 (52010)	Full
Taber Phase 3 (52020)	Full
Taber Phase 4 (52030)	Full
Barnwell Phase 23 (52090)	Full
Vauxhall Phase 33 (52120)	Full

	Rent Assistance Benefit
New Applicants	4
New to program	2
Left program	0
Waitlist/Processing	4
People on Program	46

RAB

Tenant Name	Designation number	Effective Date
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If they paid rent to the end of the month then it is not vacant even though they are not there: for example, the 29 th or 30th

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February 18, 2026

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To the Trustees
Taber and District Housing Foundation
5318 48 Avenue
Lethbridge, AB T1G 1S2

Ladies and Gentlemen:

RE: 2025 ANNUAL AUDIT OF TABER AND DISTRICT HOUSING FOUNDATION

We have been engaged to provide the following services for Taber and District Housing Foundation for the year ending December 31, 2025:

- Audit of the financial statements for each of the various Taber and District Housing Foundation entities as follows:
 - Clearview Lodge
 - Social Housing
 - Consolidated
- Preparation of the management letter relating to our observations and recommendations in connection with the current year's audit.
- Attendance at a Finance Committee meeting or Board meeting to present the financial information and discuss the results of the audit.

We are pleased to provide the following report relating to our audit of the financial statements for Taber and District Housing Foundation. The matters identified are included in this report which has been prepared solely for the information of the and is not intended for any other purpose. As such we accept no responsibility to a third party who uses this report. Our report is intended to assist the in fulfilling its obligation with respect to the 2025 financial statements. We would be pleased to further discuss any of the issues addressed in the report or any other issue which may be of interest or concern.

Yours truly,

AVAIL LLP



Darren Adamson, CPA, CA

Enclosure

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I. Purpose and Scope of Examination

Management, with the oversight of those charged with governance, is responsible for the preparation of the financial statements and accompanying notes. Avail LLP will advise management about appropriate accounting principles and their application and assist in the preparation of the financial statements, but the responsibility for the financial statements remains with management. This includes responsibilities related to internal control, such as designing and maintaining accounting records, selecting and applying accounting policies, safeguarding assets and preventing and detecting fraud and error.

Our responsibility as auditors is to report to the whether these financial statements present fairly, in all material respects, the financial position and results of operations and cash flows in accordance with Canadian accounting standards for not-for-profit organizations. This audit is performed to obtain reasonable but not absolute assurance as to whether the financial statements are free of material misstatements. Due to the inherent limitations of an audit, there is an unavoidable risk that some misstatements of the financial statements will not be detected (particularly intentional misstatements concealed through collusion), even though the audit is properly planned and performed.

Our audit includes:

- Assessing the risk that the financial statements may contain misstatements that, individually or in the aggregate, are material to the financial statements taken as a whole; and
- Examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements.

As part of our audit, we will obtain a sufficient understanding of the business and the internal control structure of Taber and District Housing Foundation to plan the audit. This will include management's assessment of:

- The risk that the financial statements may be materially misstated as a result of fraud and error; and,
- The internal controls put in place by management to address such risks.

Since our audit does not involve a detailed examination of all transactions, it could not necessarily be expected to detect all misstatements, particularly intentional misstatements concealed through collusion. The discovery of such irregularities may, of course, result from our examination and, if so, we will report on any such significant matters to you.

Audit Committee (or Equivalent) Members' Responsibilities

The audit committee's (or equivalent) role is to act in an objective, independent capacity as a liaison between the auditors, management and the Trustees, to ensure the auditors have a facility to consider and discuss governance and audit issues with parties not directly responsible for operations.

The audit committee's (or equivalent) responsibilities include:

- Being available to assist and provide direction in the audit planning process when and where appropriate;
- Meeting with the auditors as necessary and prior to release and approval of financial statements to review audit, disclosure and compliance issues;
- Where necessary, reviewing matters raised by the auditors with appropriate levels of management, and reporting back to the auditors their findings;
- Making known to the auditors any issues of disclosure, corporate governance, fraud or illegal acts, non-compliance with laws or regulatory requirements that are known to them, where such matters may impact the financial statements or auditor's report;
- Providing guidance and direction to the auditors on any additional work they feel should be undertaken in response to issues raised or concerns expressed;

- Making such enquiries as appropriate into the findings of the auditors with respect to corporate governance, management conduct, cooperation, information flow and systems of internal controls; and
- Reviewing the draft financial statements prepared by management, including the presentation, disclosures and supporting notes and schedules, for accuracy, completeness and appropriateness, and approve same to be passed to the Trustees for approval.

II. Communication with the Trustees

In accordance with the auditing standard "communications with those having oversight responsibility for the financial reporting process", the following matters are recommended to be communicated to the prior to the completion of the audit.

Matters to be Communicated	Reference/Comment
1. Management and the Auditors' Responsibility Under Generally Accepted Auditing Standards	Discussed under the heading "Purpose and scope of examination."
2. Planning	Our risk-based approach focuses on obtaining sufficient appropriate audit evidence to reduce the risk of material misstatement in the financial statements to an appropriately low level. This means that we focus our audit work on higher risk areas that have a higher risk of being materially misstated. Materiality in an audit is used to: • Guide planning decisions on the nature and extent of our audit procedures; • Assess the sufficiency of the audit evidence gathered; and • Evaluate any misstatements found during our audit. Materiality is defined as: Materiality is the term used to described the significance of financial statement information to decision makers. An item of information, or an aggregate of items, is material if it is probable that its omission or misstatement would influence or change a decision. Materiality is a matter of professional judgment in the particular circumstances. We plan to use the following materiality levels for this year's audit: - \$100,000 for Clearview Lodge - \$40,000 for Social Housing The prior year materiality levels were: - \$100,000 for Clearview Lodge - \$35,000 for Social Housing In responding to our risk management, we will use a combination of tests of controls, tests of details and substantive analytical procedures. The objective of the tests of controls is to evaluate whether certain controls operated effectively. The objective of the tests of details is to detect

	material misstatements in the account balances and transaction streams. Substantive analytical procedures are used to identify differences between recorded amounts and predictable expectations in larger volumes of transactions over time.
3. Timing of the Audit Engagements	- February 18-19 - Fieldwork at your location - March 26 - Board meeting and AGM
4. Illegal Acts, Intentional Misstatements, Fraud and Errors	Our auditing procedures, including tests of your accounting records, are limited to those considered necessary in the circumstances and would not necessarily disclose all illegal acts, fraud, intentional misstatements or errors should any exist. We will conduct the audit under Canadian auditing standards (CAS), which include procedures to consider (based on the control environment, governance structure and circumstances encountered during the audit), the potential likelihood of fraud and illegal acts occurring. These procedures are not designed to test for fraudulent or illegal acts, nor would they necessarily detect such acts or recognize them as such, even if the effect of their consequences on the financial statements is material. However, should we become aware that an illegal or possible illegal act or an act of fraud may have occurred, other than one considered clearly inconsequential, we will communicate this information directly to the audit committee (or equivalent). It is management's responsibility to detect and prevent illegal actions. If such acts are discovered or audit committee members become aware of circumstances under which the Association may have been involved in fraudulent, illegal or regulatory non-compliance situations, such circumstances must be disclosed to us.
5. Major Issues Discussed with Management that Influence Audit Appointment	No major issues were discussed with management prior to our appointment as auditors.
6. Written Representations from Management	At the conclusion of the audit, prior to the release of our auditors' report, we will request that management provide us with written representation that it has fulfilled its responsibility for the preparation of the financial statements and that it has provided us with the required information for us to complete our audit. We will not be able to provide an audit opinion if management does not provide this written representation.

7. Auditors' Independence	We provide you with the following to assist in your assessment of our independence: • All partners and senior staff have confirmed that they do not hold any investment in Taber and District Housing Foundation. • Financial statements issued by Avail LLP are subject to a partner review process. This process requires that a partner review items significant to the audit such as planning, materiality, application of GAAP and financial statement items and disclosure. • We are aware of no relationship between the Association and Avail LLP that, in our professional judgment, may reasonably be thought to bear on our independence.
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Official and Unofficial Acronyms Used in the Seniors & Community Housing Sector in Alberta



AADL	Alberta Aides to Daily Living	CANPHA	Canadian Alliance of Non-Profit Housing Associations
AAG	Alberta Association on Gerontology	CAPS	Central Assessment Placement Services & Competency Assessment Profile
ABF	Activity Based Funding	CAPs	Clinical Assessment Protocols
ABMunis	Alberta Municipalities (formerly AUMA)	CAFC	Canadian Association of Fire Chiefs
ACA	Acute Care Alberta	CARF	Commission on Accreditation of Rehabilitation Facilities
ACCA	Alberta Continuing Care Association	CARP	Canadian Association of Retired Persons
ACCIS	Alberta Continuing Care Information System	CASL	Canadian Anti-Spam Legislation
ADM	Assistant Deputy Minister	CBO	Community Based Organization
ADOD	Anticipated Day of Discharge	CCCC	Continuing Care Collaborative Committee
ADSAP	Alberta Dementia Strategy and Action Plan	CCCRC	Continuing Care Comprehensive Reporting Committee
AGNA	Alberta Gerontological Nurses Association	CCC	Continuing Care Connection
AGTA	Adult Guardian & Trustee Act	CCH	Continuing Care Home (Type A - LTC, Type B – DSL, Type C – Hospice)
AHA	Alberta Housing Act		
AHIF	Affordable Housing Innovation Fund	CCHQOL	Continuing Care Homes Quality of Life Initiatives
AHLA	Alberta Hotel and Lodging Association	CCHSS	Continuing Care Health Service Standards
AHPP	Affordable Housing Partnership Program	CCQIWG	Continuing Care Quality/Quality Indicator Working Group
AHS	Alberta Health Services		
AISH	Assured Income for the Severely Handicapped	CCRS	Continuing Care Reporting System
ALA	Assisted Living Alberta	CCSA	Continuing Care Safety Association
ALC	Alternate Level of Care	CDHCI	Client-Directed Home Care Initiative
ALOS	Average Length of Stay	CH	Community Housing
ALSS	Assisted Living and Social Services (Ministry)	CHAA	Christian Health Association of Alberta
AlzAB/NT	Alzheimer Society of Alberta and Northwest Territories	CLAC	Christian Labour Association of Canada
AMA	Alberta Medical Association	CHE	Centre for Health Evidence
AMA	Alberta Municipal Affairs	CHF Canada	Co-operative Housing Federation of Canada
AMSSCH	Alberta Managers' Society Senior Citizens' Housing	CHRA	Canadian Housing & Renewal Association
AMSC	Alberta Municipal Service Corporation	CHTC	Community Housing Transformation Centre
AO	Accommodation Only	CIH	Chartered Institute of Housing Canada
APC	Alberta Purchasing Connection	CIHI	Canadian Institute for Health Information
APHAA	Alberta Public Housing Administrators' Association	CLC	Congregate Living Client
ASB	Alberta Seniors Benefit	CLE	Congregate Living Environment
ASCHA	Alberta Seniors & Community Housing Association	CMA	Canadian Medical Association
ASLI	Alberta Supportive Living Initiative	CMHA	Canadian Mental Health Association
AS-CCH	Accommodations Standards – Continuing Care Home	CMHC	Canada Mortgage and Housing Corporation
AS-SLA	Accommodations Standards – Supportive Living Accommodation	CMI	Case Mix Index
ARLA	Alberta Residential Landlord Association	CMOH	Chief Medical Officer of Health
ATIA	Access to Information Act	CMR	Capital Maintenance & Renewal
AUPE	Alberta Union of Provincial Employees	COLA	Cost-of-Living-Adjustment
BC2	Category defined as the average CMI of all RUG Categories	COPTER	Community Organization Property Tax Exemption Regulation
BCNPHA	British Columbia Non-Profit Housing Association	CPP	Canada Pension Plan
BCCPA	British Columbia Care Providers Association	CSLA	Canadian Senior Living Association
BILD Alberta	Building Industry and Land Development Alberta	CUPE	Canadian Union of Public Employees
CAEH	Canadian Alliance to End Homelessness	CRRA	Calgary Residential Rental Association
CAP	Competency Assessment Process	DLO	Designated Living Options (includes Continuing Type A and B)
		DM	Deputy Minister
		DORF	Deferred Operation Reserve Fund

Official and Unofficial Acronyms Used in the Seniors & Community Housing Sector in Alberta

DRS	Direct Rent Supplement	MMSE	Mini – Mental Status Exam
DSL	Changed to CC Type B Home	MO	Ministerial Order
DVA	Department of Veteran Affairs	MOA	Memorandum of Agreement
		MOU	Memorandum of Understanding
ECOHH	Edmonton Coalition on Housing and Homelessness	MP	Member of Parliament
EOI	Expression of Interest	NHCF	National Housing Co-Investment Fund
ESCC	Edmonton Seniors Coordinating Council	NHS	National Housing Strategy
FCSS	Family & Community Support Services	NICHI	National Indigenous Collaborative Housing Inc.
FCSSAA	Family & Community Support Services Association Of Alberta	OAS	Old Age Security
FIRMS	Financial Information Reporting Management System	OH&S	Occupational Health & Safety
GAAP	Generally Accepted Accounting Principles	OIPC	Office of the Information and Privacy Commissioner
GIPOOT	Grants in Place of Taxes	ONPHA	Ontario Non-Profit Housing Association
GIS	Guaranteed Income Supplement	ORCA	Ontario Retirement Communities Association
GoA	Government of Alberta	PAHS	Provincial Affordable Housing Strategy
HAA	Healthy Aging Alberta	PCA	Primary Care Alberta
HCA	Health Care Aide	PCBF	Patient Care Based Funding
HCA	Health Coalition of Alberta	PCH	Personal Care Home
HCRS	Home Care Reporting System (National)	PCIR	Property Condition Inspection and Reporting
HIA	Health Information Act	PEOLC	Palliative and End-of-Life Care
HMB	Housing Management Body	PDD	Persons with Developmental Disabilities
HNA	Housing Needs Assessment	PEGASIS	Pan-Edmonton Group Addressing Social Isolation of Seniors
HoC	House of Commons	PIPA	Personal Information Protection Act
HQCA	Health Quality Council of Alberta	PIR	Personal Injury Reduction Program (Health and Safety Program)
HSBS	Hospital and Surgical Health Services (Ministry)	PLAR	Prior Learning Assessment and Recognition
HSO	Housing with Service Options	PLRS	Private Landlord Rent Supplement
HSOHS	Housing with Service Options and Health Supports	POPA	Protection of Privacy Act
ICCEP	Institute for Continuing Care Education and Research	PPCA	Protection for Persons in Care Act
IEN	Internationally Educated Nurse	PPE	Personal Protective Equipment
IL	Independent Living (Accommodation Only)	PPHS	Primary and Preventative Health Services (Ministry)
IADL	Independent Activities of Daily Living	PUPM	Per Unit Per Month
IPC	Infection Prevention and Control	Qis	Quality Indicators
IPM	Interim Provincial Model	QMR	Quality Management Reports
IRRS	InterRAI Reporting System	QMV	Quality Monitoring Visits
ISO	International Standards Organization	QoL	Quality of Life
LACAA	Lodge Activity Coordinator's Association of Alberta	RA	Recovery Alberta
LAP	Lodge Assistance Program	RAB	Rent Assistance Benefit
LPN	Licensed Practical Nurse	RAI	InterRAI – Resident Assessment Instrument
LTC	Long Term Care (now Continuing Care Type A)	RAI – HC	The data standard for community-based client information and services is comprised of the InterRAI data standard for Home Care
MAID	Medical Assistance in Dying		
MAP	Medication Assistance Program	RAI – 2.0	The data standard for facility-based long-term care resident information is comprised solely of the InterRAI data standard for long-term care facility residents
MAPLe	Methods for Assigning Priority Levels		
MBOAR	Management Body Operation and Administration Regulation	RAPS	Resident/Client Assessment Protocols
MDS	Minimum Data Set	RAR	Risk Assessment Report
MGA	Municipal Government Act	RBB	Results-Based Budgeting
MHA	Mental Health and Addiction (Ministry)	RCFI	Rental Construction Financing Initiative
MLA	Member of the Legislative Assembly	RDN	Rural Development Network
MMR	Median Market Rent		

Official and Unofficial Acronyms Used in the Seniors & Community Housing Sector in Alberta

RDP	Red Deer Polytechnic (formerly Red Deer College)
RFEOI	Request for Expression of Interest
RFEIOIQ	Request for Expression of Interest and Qualifications
RFP	Request for Proposal
RFQ	Request for Qualifications
RGI	Rent Geared to Income
RHI	Rapid Housing Initiative
RMA	Rural Municipalities of Alberta
RN	Registered Nurse
ROP	Required Organization Practice
RQRA	Regroupement Québécois des Résidences pour Aînés (Québec Senior Living Association)
RTA	Residential Tenancy Act
RTDRS	Residential Tenancy Dispute Resolution Service
RUG	Resource Utilization Group BC1 Category of lowest average CMI of all RUG Categories
RUGs	Resource Utilization Groupings
SAGE	Seniors Association of Greater Edmonton
SH	Seniors Housing
SHAR	Social Housing Accommodation Regulation
SHARP	Seniors Home Adaptation and Repair Program
SHSA	Seniors Housing Society of Alberta
SHSCN	Seniors Health Strategic Clinical Network
SLA	Supportive Living Accommodation (also Licensed Supportive Living, or Housing with Service Options))
SPA	Site Preparedness Audits
SPC	Social Policy Collective
SSC	Seniors Self-Contained (Accommodation Only)
TLC	The Learning Centre for Senior Living
TRAB	Temporary Rent Assistance Benefit
TRC	Truth and Reconciliation Commission
UNA	United Nurses of Alberta
VAD	Voice of Albertans with Disabilities
VCC	Vibrant Communities Calgary
WCB	Workers' Compensation Board

Note: This is a living document, please send any updates/changes to [ASCHA administration](#). Thank you.

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